



# Performance Management System

## “Injazati”

### Procedures Guide for Federal Government Employees



# Performance Management System “Injazati” Procedures Guide for Federal Government Employees

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## **I: Purpose**

This guide aims to provide clear procedures and guidelines for implementing the Performance Management System in the Federal Government, in addition to clarifying the roles and responsibilities related to the application mechanisms.

## **II: Scope of Application**

1. This system applies to all employees of federal entities governed by the provisions of the Decree-Law, with the exception of employees occupying job grades from Grade Eight (8) to Grade Fourteen (14), or equivalent grades in federal entities that apply their own grading structures. The performance of employees in such entities shall be evaluated in accordance with the duties assigned to them.
2. Entities not subject to the provisions of the Decree-Law shall be required to develop their own performance systems in alignment with the principles set out in this system.

### III: Pillars of the Performance Management System for Federal Government Employees

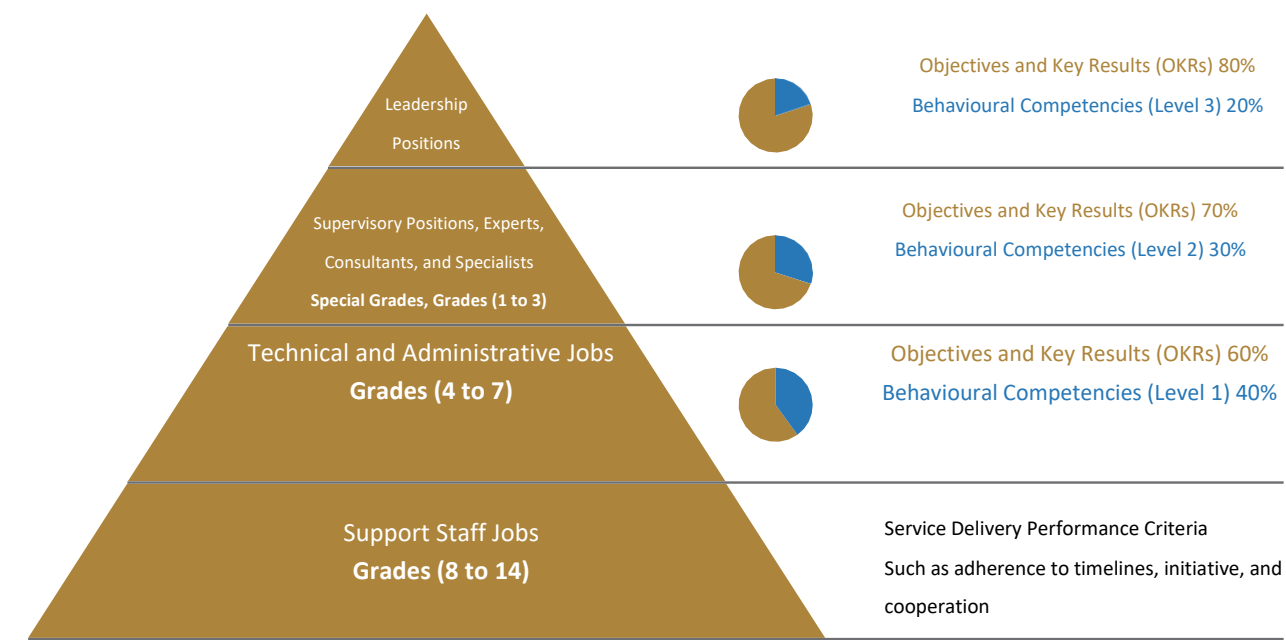
The table below outlines the components of the Individual Performance Document within the Federal Government’s Performance Management System.

Components of the Individual Performance Document within the Federal Government’s Performance Management System		
#	Element	Explanation
1	Objectives and Key Results (OKRs)	The main targeted objectives that the entity seeks to achieve, which must be ambitious, attainable, measurable, and derived from the entity’s strategy. They are determined and agreed upon between the line manager and the employee at the beginning of the performance evaluation cycle and are used to assess the employee’s progress toward achieving the required individual objectives or tasks.
	Key Performance Indicators (KPIs)	These are metrics used to assess the extent to which the defined objectives have been achieved. They provide clear insight into performance, help track progress, and support the identification of areas requiring improvement. The indicator objectives are set in alignment with objectives outlined in the strategic and operational plans.

2	<b>Behavioral Competency Evaluation</b>	This is based on the Federal Government General Behavioural Competency Framework, which defines the competencies and capabilities subject to evaluation and required of employees according to their job grades.
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Weights for the Performance Management System Components for Federal Government Employees

Federal entities must adhere to the distribution of weights for the components of the Performance Management System for Federal Government employees, as well as the criteria for key Objectives and Key Results (OKRs) and Behavioural Competency pillars, as outlined below.



Objectives and Key Results (OKRs)		
<ul style="list-style-type: none"><li>Minimum of 3 main Objectives and Key Results (OKRs) and a maximum of 5</li></ul>	<ul style="list-style-type: none"><li>Minimum of 2 Key Performance Indicators (KPIs) and a maximum of 5 for each key objective</li></ul>	<ul style="list-style-type: none"><li>Aligned with strategic and operational plans</li></ul>
Behavioral Competency Model Based on 3 Pillars (3C Model)		
<ul style="list-style-type: none"><li>Competencies</li></ul>	Capabilities	<ul style="list-style-type: none"><li>Fostering Work Culture Enablers</li></ul>

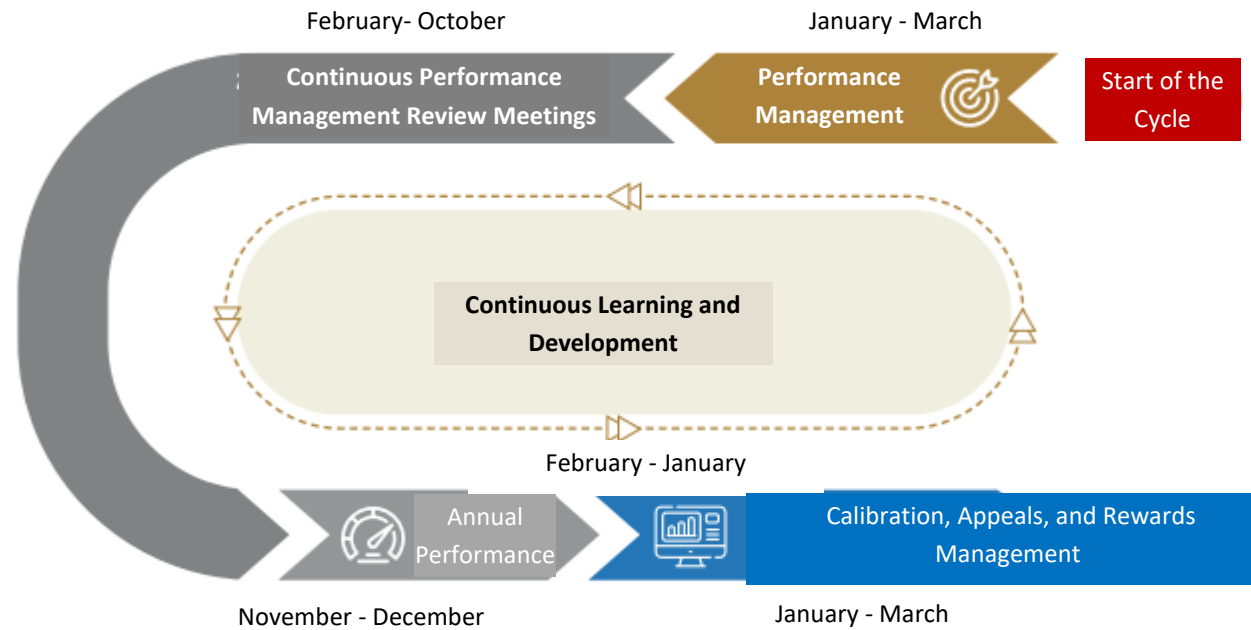
## IV: Performance Management System Cycle for Federal Government Employees

The Performance Management Cycle is designed to enhance employee performance and development in a structured and encouraging manner. It begins with setting key performance Objectives and Key Results (OKRs) from January to March and aligning them with the entity's strategic and operational plans. This is followed by continuous reviews and check-in meetings between employees and their line managers, enabling continuous improvement throughout the year.

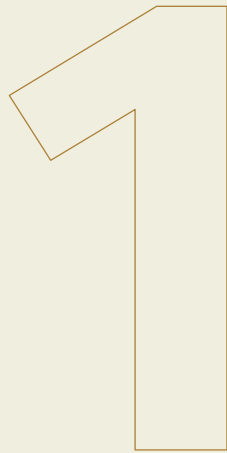
At the end of the year, during November and December, comprehensive discussions are held between employees and their line managers to evaluate performance based on achieved results and accomplishments, and to identify areas for development.

At the beginning of the following year, from January to March, calibration processes are carried out to assess results with the aim of approving the final evaluation outcomes. These outcomes are then used to reward high-performing employees and to offer development opportunities to those who require further support by establishing tailored improvement plans. This cycle contributes to enhanced performance, strengthened fairness, and the promotion of continuous development across the entity.

The following figure illustrates the annual Performance Management Cycle for Federal Government employees:







## Performance Management Planning and Objective Setting

(January – March)

The performance management planning phase is considered one of the key phases within the employee performance management cycle. Before initiating the functional performance cycle, the federal entity must ensure the availability of the fundamental components of the performance planning phase, which include the following:

- **Aligning the federal entity's strategic plan with the Key Objectives and Results (OKRs) of its employees**
  - The leadership, in coordination with the Strategy and Future Department within the entity, must ensure the approval of the federal entity's strategic and operational plans, and the establishment of objectives, projects, and activities, along with the clearly defined targets and desired outcomes.
  - The Strategy and Future Department, in coordination with the Human Resources Department, must ensure that strategic and operational objectives and projects, as well as the mechanisms for achieving Key Objectives and Results (OKRs), are projected across all organizational levels within the entity.
  - The Strategy and Future Department undertakes the task of raising awareness among all the entity's employees on the strategic and operational objectives and projects, as well as the key and operational performance targeted objectives.
  - The HR Department must ensure that the Entity's strategic and operational plan is uploaded to the "Injazati" system, as mentioned in the User Manual.
- **Verification of the employee's job classification**
  - The HR Department ensures the accuracy of employees' job classification in the HR system according to the Job Evaluation and Description System in the federal government.
  - This step is used to determine the evaluation mechanisms and the competency level required for the position.
- **Determining the employee's Objectives and Key Results (OKRs)**
  - The line managers, in collaboration with the employees, shall identify and agree on the Objectives and Key Results (OKRs) for each employee within the organizational unit.

- The minimum number of Objectives and Key Results (OKRs) is three (3) and the maximum is five (5) per employee. The OKRs must be clear, measurable, and time-bound.

The weights assigned to the OKRs shall be determined based on their importance. The total weight of all objectives must be 100% (with no objective weighing less than 10% or more than 40%). It should be noted that the weights of the OKRs may be adjusted based on continuous feedback results.

Each OKR must include measurable performance indicators to track progress and assess the achievement of the OKRs. The number of performance indicators for each objective shall not exceed five (5) nor be fewer than two (2).

The employee's OKRs must be aligned with the approved OKRs within the entity's strategic and operational plans.

Summary table of the parameters of Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs)		
Inputs	Minimum threshold	Maximum threshold
<b>Objectives and Key Results (OKRs)</b>	3	5
<b>Weights of main objectives</b>	10%	40%
<b>KPIs of each objective (OKR)</b>	2	5

Example: Key Performance Objectives and Indicators Document (Role: Assistant Undersecretary for the Support Services Sector)

Objectives and Key Result (OKR)	Weight	Key Performance Indicators (KPIs)	Target
1. Eliminating bureaucracy within the entity	40%	1.1 Reducing steps to complete 10 procedures by 50%	10
		1.2 E-Linking with 5 entities	5
		1.3 Eliminating 3 procedures	3
2. Ensuring accurate financial planning	30%	2.1 Control of expenditures by 95%	95%
		2.2 Increase revenues by 10%	10%
3. Digital transformation of the entity's projects	30%	3.1 Automating 100% of internal procedures	100%
		3.2 Compliance with cybersecurity standards by 95%	95%
		3.3 Development of 10 digital software solutions for public initiatives	10
		3.4 Compliance with website and e-application standards by 95%	95%

## **Determining the level of behavioural competencies**

Behavioural competencies serve as an indicator that reflects the employee's ability to achieve the objectives, tasks, and responsibilities assigned to them. The level of behavioural competency on which the competencies and capabilities will be assessed is determined in accordance with the Federal Government's General Framework for Behavioural Competencies and in alignment with the employee's job category. The General Framework Model for Behavioural Competencies consists of 3 main components, which are Competencies, Capabilities, and Culture.

# General Framework Model for Behavioural Competencies Model (3C Model)



The capabilities are defined within the specified competencies according to job grades, as illustrated in the figure below (the General Framework for Behavioural Competencies in the Federal Government can also be consulted in the annexes).

Distribution of Capabilities within the General Framework for Behavioural Competencies (3C Model)

Levels of Application Across Job Grades	تعزيز المرونة Embracing Resilience	تسريع الإنجاز وتحقيق النتائج Accelerating & Delivering Results	تصميم المستقبل Creating Future	تعزيز ثقافة العمل Fostering Culture
<b>Leadership Positions</b> Undersecretaries and Assistant Undersecretaries	قائد مرن Agile Leader ■■■■	صانع التأثير Impact Driven ■■■■	رائد المستقبل Future Trailblazer ■■■■	التركيز على المتعاملين Customer Focus التعاون والتواصل الفعال Active Collaborator التطوير الذاتي ومواكبة مهارات المستقبل Self Development & Future Skills Readiness
<b>Supervisory Positions, Experts, Consultants, and Specialists</b> (Special Grades, Grades (1 to 3)	مُحفز للتحوّل Transformation Catalyst ■■■■	مُسرع للنتائج Outcome Stimulator ■■■■	مستشرف للمستقبل Forward Thinker ■■■■	
<b>Employment Level</b> Grades (4 to 7)	مُنفتح للتغيير Adaptable to Change ■■■■	منجز للأهداف Goal Achiever ■■■■	مدرك للمستقبل Future Awareness ■■■■	

At the end of this Phase, the Individual Performance Document, on which the employee will be evaluated, must be approved by both the employee and the line manager. It should be noted that the Objectives and Key Results (OKRs) may be adjusted throughout the year based on changes in priorities, with the approval of both the employee and the line manager.



**Continuous Performance Review  
Meetings Phase**

**(February - October)**



The system emphasizes the importance of documented follow-up on objective implementation and review to ensure achievement and enable appropriate decision-making. Senior management shall determine the number of performance management follow-ups through a series of regular and documented meetings between the line manager and the employee to discuss workflow and progress throughout the year. Feedback should be constructive to contribute to the employee's personal development, encompassing remarks on specific goals or more general performance aspects. Feedback may be delivered formally or informally, provided it is documented.

### **Feedback & Performance Evaluation Review**

- To ensure the achievement of targeted objectives, performance follow-up, support & guidance, and the promotion of an open feedback culture, government entities must encourage continuous communication between the line manager and the employee.
- Feedback is provided by the line manager and must be documented, whether formal or informal, and may focus on specific objectives, progress and accomplishments, or areas requiring development and improvement.
- Discussion points between the employee and the line manager shall be recorded to document the outcomes of the feedback, contributing to performance development and supporting the end-of-year evaluation process.
- The feedback process may be initiated either by the line manager or by the employee
- The feedback phase represents a fundamental stage in completing the Performance Management System cycle and at least one review should be conducted annually in accordance with the specified timelines.

The table below outlines the responsibilities of both the line manager and the employee during the feedback phase.

Concerned Party	Responsibilities
Line manager	<ol style="list-style-type: none"><li>1. Review the employee's annual performance objectives, including achieved accomplishments.</li><li>2. Schedule an appropriate date and time for the performance review meeting and send prior notice.</li><li>3. Provide a positive and supportive environment that ensures employee comfort and encourages open communication.</li><li>4. Discuss the employee's progress toward objectives, recognize achievements, identify strengths and areas for improvement, and provide constructive feedback.</li><li>5. Discuss challenges faced by the employee and the support required from the line manager.</li><li>6. Discuss the need and rationale for editing or adding performance objectives.</li><li>7. Record discussion points, agreed-upon issues, and any relevant information in the employee's performance form.</li></ol>
Employee	<ol style="list-style-type: none"><li>8. Active participation in discussions and clarifying challenges related to achieving the objectives.</li><li>9. Clarify achievements and levels of progress made toward accomplishing the OKRs.</li><li>10. Seek advice, guidance, and accept constructive feedback.</li><li>11. Actively work toward achieving the OKRs and seek assistance when necessary.</li></ol>

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**Annual Performance  
Evaluation Phase**  
(November – December)

The annual performance evaluation phase takes place at the end of the evaluation cycle through a meeting between the line manager and the employee to conduct a concluding discussion regarding the pre-approved objectives that were followed up in a documented manner. Each party shall complete the Final Performance Evaluation Form, which includes identifying achievements, areas for development and improvement, assessing alignment with the entity's OKRs, and highlighting exceptional accomplishments, if any.

#### **Evaluation of Annual Objectives and Key Results (OKRs):**

- The HR Department in the entity announces the commencement of the annual performance evaluation in November.
- The employee conducts a self-assessment by determining the achievement levels of KPIs associated with the OKRs according to the pre-approved Individual Performance Form and then submits it to the line manager prior to the joint meeting for final review.
- To calculate the overall result of the OKRs evaluation section, the following is performed (automatically executed by the electronic system):
  - KPI Result: Divide the achieved score of the indicator by the target value.
  - OKR Result: The average of the indicator results for each OKR is calculated, then the OKR result is multiplied by its pre-determined weight.
  - OKR's Dimension Result: Take the sum of the results of the OKRs.

### Example (1): Assistant Undersecretary of Support Services

OKRs	Weight	KPIs	Target	Achieved	Indicator Result	Average Performance of Indicators	OKR's Result
1. Zero bureaucracy within the entity	40%	1.1 Reducing steps to complete 10 procedures by 50%	10	8	80%	89%	35%
		1.2 E-Linking with 5 entities	5	6	120%		
		1.3 Eliminating 3 procedures	3	2	66%		
2. Financial planning accuracy for the entity	30%	2.1 Control of expenditures by 95%	95%	92%	97%	89%	26.6%
		2.2 Increase revenues by 10%	10%	8%	80%		
3. Digital transformation of the entity's projects	30%	3.1 Automating 100% of internal procedures	100%	80%	80%	102%	30.5%
		3.2 Compliance with cybersecurity standards by 95%	95%	98%	103%		
		3.3 Development of 10 digital software solutions for public initiatives	10	12	120%		
		3.4 Compliance with website and e-application standards by 95%	95%	98%	103%		
Final outcome for Objectives and Key Results (OKRs)							92.1%

## Behavioural Competency Evaluation:

- Employee-specific behavioural competencies are evaluated following the Federal Government's General Behavioural Competency Framework, in accordance with the defined capability levels across job categories and grades. Reference is made to the elements and traits associated with each competency to carry out the evaluation process.
- Competencies and behavioural capabilities are evaluated by the line manager according to the shown in the table below.
- To calculate the final score for the behavioral competencies' component, the average of all behavioural competencies evaluations of the employee is taken.

Evaluation Table of Competency Proficiency Level		
Competency Proficiency Level	Evaluation Result	Percentage
Possesses all required capability and competency elements, consistently demonstrates the required behavioural traits throughout the year, and does not exhibit any undesired behavioural traits.	Proficient	100%
Possesses some of the required capability and competency elements, demonstrates some of the required behavioural traits throughout the year, and does not exhibit any undesired behavioural traits.	Partially Proficient	85%
Lacks most of the required capability and competency elements, fails to demonstrate the required behavioural traits throughout the year, and exhibits some or all undesired behavioural traits.	Not Proficient	65%

Example of Competency Evaluation for a Leadership Position (Assistant Undersecretary for Support Services Sector)

Example of Competency Evaluation for a Position (Assistant Undersecretary for Support Services Sector)			
Competencies	Capabilities	Competency Evaluation	Evaluation Result
Creating the Future	Future Trailblazer	Proficient	100%
Accelerating & Delivering Results	Impact Driven	Partially Proficient	85%
Embracing Resilience	Agile Leader	Not Proficient	65%
Fostering Work Culture Enablers	Customer Focus	Partially Proficient	85%
	Active Collaboration	Proficient	100%
	Self-Development & Future Skills Readiness	Partially Proficient	85%
Average Competency Score			87%

## Overall Evaluation Results:

- The line manager meets with the employee to discuss the results of the self-assessment, the actual achievement levels of OKRs and their KPIs, and the evaluation of behavioural competencies demonstrated by the employee throughout the year, identifying strengths and areas for development and improvement.
- The employee's overall evaluation score is calculated according to the relative weight of the elements of the Individual Performance Form as defined by the job categories as follows:
  - The result for the OKRs is multiplied by its designated relative weight.
  - The score for behavioural competencies is multiplied by its designated relative weight.
  - The final results of the above elements are then aggregated to determine the employee's overall evaluation score.
- The line manager then assigns the evaluation rating for all his/her employees and submits it to the higher-level evaluation.
- Based on the achieved results, the employee is evaluated according to the following table (note that the final employee evaluation score is subject to the Calibration process, and approval by the head of the federal entity).

Levels of Final Performance Evaluation Results		
Evaluation Scale	Evaluation Result	Level
More than 125%	5	Exceptional
101% - 125%	4	Exceeds Expectations
81% - 100%	3	Meets Expectations
65% - 80%	2	Below Expectations
Less than 65%	1	Unacceptable



Example of a Leadership Job Evaluation (Assistant Undersecretary for the Support Services Sector)

Example of Final Evaluation Result (Assistant Undersecretary for the Support Services Sector)					
Final Result		Outcome	Achieved	Weight	Elements
Level 3 Meets Expectations	91.08%	73.68%	92.1%	80%	Objectives and Key Results (OKRs)
		17.4%	87%	20%	Behavioural competencies

### Example (2): Head of Employee Relations Department

Objectives and Key Results (OKRs) Evaluation for a Position (Head of Employee Relations Department)							
Objectives and Key Results (OKRs)	Weight	Performance Indicator	Target	Achieved	Indicator Result	Average Performance Indicators	OKR's Result
1. Enhancing HR Planning Efficiency	40%	1.1 Minimizing the recruitment cycle for vacancies to under 30 days.	30	28	107%	106%	42%
		1.2 Increasing the appointment rate according to recruitment efficiency to 80%.	80%	80%	100%		
		1.3 Raising the retention rate of newly appointed employees to 90%.	90%	100%	111%		
2. Improving the Work Environment	30%	2.1 Increasing employee satisfaction by 5%.	5%	8%	160%	130%	39.0%
		2.2 Processing employee requests within a maximum of 3 working days.	3	3	100%		
3. Supporting HR Decision-Making	30%	3.1 Increasing data accuracy to 95%.	95%	90%	94%	101%	30.3%
		3.2 Ensuring 90% of employees comply with internal regulations.	90%	80%	89%		
		3.3 Increasing the Human Resource Maturity Score by 10%.	10%	12%	120%		
Final outcome for Objectives and Key Results (OKRs)							112%

Behavioural Competency Evaluation for the Position of (Head of Employee Relations Department)			
Competencies	Capabilities	Competency Evaluation	Evaluation Result
Creating the Future	Forward Thinker	Proficient	100%
Accelerating & Delivering Results	Outcome Stimulator	Proficient	100%
Embracing Resilience	Transformation Catalyst	Partially Proficient	85%
Fostering Work Culture	Customer oriented	Partially Proficient	85%
	Active Collaboration	Proficient	100%
	Self-Development & Future Skills Readiness	Partially Proficient	85%
Average Competency Score			93%

Final evaluation result for a position (Head of Employee Relations Department)					
Elements	Weight	Achieved	Outcome	Final Results	
Objectives and Key Results (OKRs)	70%	112%	78.4%	106.3%	<b>Level 4</b> <b>Exceeds Expectations</b>
Behavioral competencies	30%	93%	27.9%		



Calibration, Appeals and Rewards Phase

(January – March)

The Calibration process ensures accuracy and impartiality in performance management by reviewing employees' performance evaluation results and balancing them to guarantee fairness in assessment according to the calibration levels. This process begins at the first level (Section Head or Department Director), followed by the second level (Assistant Undersecretary), and then the third level (Undersecretary) or their equivalents. Subsequently, the Calibration Committee, which is responsible for verifying compliance with the mandatory quotas stipulated in this system, is formed by a decision of the Minister/ Head of the Entity, chaired by the Undersecretary/ Director-General or their equivalent, and includes the Assistant Undersecretaries or their equivalents, in addition to the Director of HR Department. All Calibration levels in federal entities must distribute the overall performance evaluation results of each entity's employees, without exceeding the maximum percentages specified in the Performance Evaluation Distribution Table below:

Performance Evaluation Percentage Distribution Table at Entity Level (Quota)		
Level	Evaluation Result	Percentage
Exceptional	5	0% - 5%
Exceeds Expectations	4	0% - 15%
Meets Expectations	3	60% - 80%
Below Expectations	2	0% - 15%
Unacceptable 0%	1	0% - 5%

In order to govern performance outcomes, evaluation results are reviewed by multiple levels to ensure fairness of assessment and to adjust and balance the percentages. The levels of performance review are determined according to what is appropriate for the size of the respective entity. The levels and balance of percentages are illustrated below (the number of levels indicated below may vary according to the organizational structure of the entity, but the number of levels must not be fewer than two (2) and must not exceed four (4) levels, as follows:

**Level 1:** Section Head or Department Director

**Level 2:** Assistant Undersecretary (or their equivalent)

**Level 3:** Undersecretary (or their equivalent)

The final evaluation results are then submitted to the Calibration Committee.

## Employee Final Performance Results Review Process

- The entity shall form the Calibration Committee by a decision from the Minister/ Head of the entity. The committee shall be chaired by the Undersecretary/ Director-General or their equivalent, with membership comprising Assistant Undersecretaries or their equivalents. The Director of the HR Department shall act as the committee secretary and shall implement the committee's decisions.
- The line-manager shall submit the evaluation results of all employees under their supervision to the next level of the Calibration Committee.
- During the Calibration phase, the results of employees who obtained evaluation scores of (1) and (5) at a minimum shall be reviewed, and the entity may add any other categories of evaluation results.
- The five performance levels are automatically calculated through the system, and the final evaluation result shall be displayed to both the employee and their line manager after committee approval.
- If the employee's evaluation is not consistent with supporting performance accomplishment evidence, the Calibration Committee has the authority to amend the evaluation score and approve the final result.
- For reasons related to work interest, the Head of the Federal Entity may increase the proportion of employees receiving evaluation scores of 4 and 5 by a maximum of 5% each, so that the proportion of employees receiving score 5 ranges from 0% to a maximum of 10%, and the proportion of employees receiving score 4 ranges from 0% to a maximum of 20%, with the remaining levels' percentages redistributed accordingly.
- The entity's HR Department must ensure the completion of the Calibration Process by March of the following year at the latest.
- After the completion and approval of the Calibration Process, the HR Department must ensure the employee's evaluation result is amended according to the approved final score.

- Evaluation results for performance levels (1 and 5 only) shall be submitted to the Head of the entity for review.
- The HR Department shall notify all employees of the final evaluation results within five working days from the Head of the entity's review of the final results by sending an electronic notification through the system.



## **Grievance Management Mechanism for Performance Results**

- Any employee may file a grievance regarding the performance rating received to the Grievance Committee at their workplace within five (5) working days from the date of notification of the final evaluation result.
- Moreover, an employee who receives a performance rating at Level (1) may appeal the decision of the Grievance Committee to the Federal Government Appeals Committee within ten (10) working days from the date of notification of the Grievance Committee's decision only. The decision of the Appeals Committee shall be final in this regard.

## **Promotions and Determination of Rewards and Bonuses**

- After final approval of employees' evaluation results, the HR Department shall provide the entity's Rewards and Incentives Committee with the number of employees eligible for rewards and promotions, as shown in the table below.
- The Rewards and Incentives Committee shall align and determine the employees who meet the eligibility criteria for rewards, incentives, and promotions according to the tables below, within the approved budget for rewards/incentives and promotions of the entity and submit the final results to the Head of the Entity for approval.

Promotions are linked to the entity's approved annual budget and are subject to the provisions of Human Resources Law and its Executive Regulations.

Rewards and Incentives Distribution Table\*

Evaluation Levels			Eligibility for Annual Rewards & Bonuses	Eligibility for Promotions					Periodic Allowance
Level	Discription	Grade	Annual Reward/Bonus Value	Financial promotion	Extraordinary Financial Promotion	Job Grade Promotion	Extraordinary Promotion	Fast Track for Government Talent	Periodic Allowance Based on the Grade & Salary Scale and Annual Performance Evaluation Results
5	Exceptional	More than 125%	Up to a maximum of 2 times the gross salary	Up to a maximum of 10% of the basic salary	Up to a maximum of 20% of the basic salary	One grade	Two grades	3 grades, in case the employee achieves Performance Level (5) for two consecutive years	√
4	Exceeds Expectations	From 101% to 125%	Up to a maximum of 1.5 times the gross salary	Up to a maximum of 7% of the	Up to a maximum of 15% of the basic	One grade	x	x	√

				basic salary	salary				
3	Meets Expectations	From 81% to 100%	Up to a maximum of 1 gross salary	Up to a maximum of 5% of the basic salary	Up to a maximum of 15% of the basic salary	x	x	x	√
2	Below Expectations	From 65% to 80%	x	x	x	x	x	x	√
1	Unacceptable	Less than 65%	x	x	x	x	x	x	x

\* An employee is considered eligible for promotion or reward within the limits of the availability of financial allocations for it in the entity and obtaining it is not considered an acquired right for the employee or an obligation for the entity, provided that the terms and conditions of the rewards and incentives system for federal government employees are observed.

5

**Learning and  
Development**

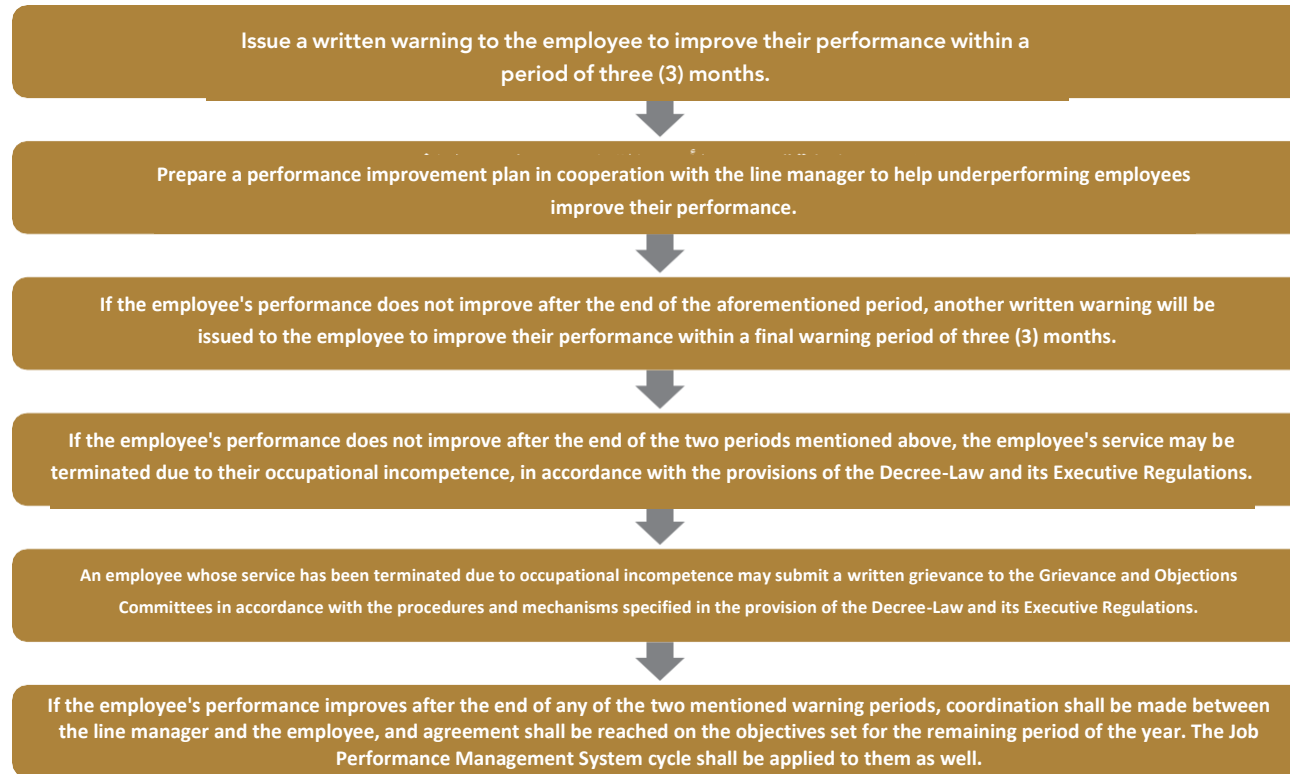
**(January – February)**

**Learning & Development**

The employee's development needs will be determined at the end of the performance cycle based on the performance evaluation results for the previous cycle, ensuring improvement and development of the employee's individual performance. Developmental needs that will enable the employee to achieve the key results related to each OKR of the subsequent cycle shall be considered, based on the Training and Development system in the Federal Government.

**Managing underperformance**

Employees whose performance is evaluated as (1) – Unacceptable, are considered to be within the underperformance range, and the HR Department in the entity shall take the following actions:



## Attachments

## I: Roles and Responsibilities

The roles and responsibilities for the implementation of the provisions of the System shall be in accordance with the following:

Responsibilities	Roles
Federal Authority for Government Human Resources (FAHR)	<ol style="list-style-type: none"><li>1. Issue the necessary instructions for the implementation of the provisions of this System and the related guidance manuals.</li><li>2. Develop mechanisms, policies and procedures for the system in accordance with the best practices, in order to achieve the desired goals.</li><li>3. Provide a digital system</li><li>4. Provide consulting support for entities.</li><li>5. Follow up on the Federal entities' compliance with the provisions stipulated in the System.</li></ol>
Leadership/senior management in Federal entities (Head of the entity or undersecretary of the ministry and their equivalent)	<ol style="list-style-type: none"><li>1. Ensure the alignment of the employees' OKRs and behavioural competencies with the strategic and operational plan of the entity with the government's objectives and priorities.</li><li>2. Encourage the effective contribution of the employees to government projects.</li><li>3. Provide the necessary resources for the purpose of implementing the system in the relevant Federal entity.</li><li>4. General supervision of the effective implementation of the system in the relevant Federal entity.</li><li>5. Ensure the effective implementation of the calibration processes in all organizational units in the Federal entity.</li><li>6. Allocate and manage financial resources to develop employee skills in a manner that supports the accomplishment of outstanding results for the objectives.</li><li>7. Approve the final performance management evaluation results for the entity's employees.</li></ol>



<ol style="list-style-type: none"> <li>1. Manage and provide support and assistance during the implementation of the system in the entity.</li> <li>2. Hold workshops and training sessions for line managers and employees to raise awareness about the system.</li> <li>3. Communicate with FAHR to clarify any obstacles or difficulties that may hinder the correct implementation of the system or addressing any other urgent problems.</li> <li>4. Ensure the accuracy of the employee's job classification in the HR system according to the Federal government's Job Evaluation and Description system and mechanisms.</li> <li>5. Assist line managers and employees in setting plans aimed at developing their skills required to achieve high performance levels.</li> <li>6. Supervise the calibration processes in all sectors and organizational units in the Federal entity and ensure the documentation of the final results.</li> <li>7. Provide the Rewards and Incentives Committee in the entity with the numbers of employees eligible for rewards and promotions in the table shown below after approving the final evaluation results.</li> <li>8. Manage the employees' underperformance according to the approved procedures, which are shown in the Underperformance Management Procedures in this Guide.</li> <li>9. Ensure that all organizational units in the Federal entity adhere to the specified timeframes for the employee performance cycle.</li> </ol>	<p>HR Departments in the Federal entities</p>
<ol style="list-style-type: none"> <li>1. Align the approved rewards and bonuses and incentives/promotions budget of the entity with qualified number of employees who meet the Terms and Conditions for the system of rewards, incentives, and promotions.</li> </ol>	<p>Rewards and Incentives Committee</p>

<ol style="list-style-type: none"> <li>1. Supervise to ensure that the annual performance document for subordinates is prepared properly and within the specified timeframe, as well as ensuring that subordinates bear responsibility for its implementation.</li> <li>2. Discuss and agree with subordinates on the Objectives and Key Results (OKRs), in line with strategic and operational plans, behavioural competencies, and individual development plans.</li> <li>3. Prepare fully and in advance for the check in meetings and provide subordinates and work teams with continuous feedback on their performance, measure and document the individual contributions of each employee as per the organizational rules in accordance with the digital Performance Management System for the Federal Government Employees.</li> <li>4. Evaluate the performance management of subordinates objectively and acknowledge their accomplished objectives.</li> </ol>	Line Manager
<ol style="list-style-type: none"> <li>1. Preparation of the Annual Performance Management Form, including OKRs, their respective weights, and agreement thereof with the line manager.</li> <li>2. Seek feedback and comments from the direct manager, discuss and agree with them on work plans and how to implement them.</li> <li>3. Take the initiative to explore methods for developing the required behavioural competencies in line with the Federal government's Training and Development System.</li> <li>4. Implement the performance management plans agreed upon under the annual performance document with precision and accuracy in order to refine behavioural competencies and accomplish the Objectives and Key Results (OKRs).</li> <li>5. Participate in implementing the feedback processes and evaluate the annual performance management by updating the accomplishment levels and achieving the OKRs, in addition to providing supporting evidence.</li> </ol>	Employee
<ol style="list-style-type: none"> <li>1. Verify compliance with the mandatory "quota" stipulated in this System.</li> <li>2. Distribute the overall the employee evaluation results for the entity in accordance with the percentages limits specified in the Job Performance Evaluation Distribution table (quota).</li> </ol>	The Calibration Committee

## II: General Provisions

1. In the absence of the line manager, their designate shall assume the duties assigned to the line manager in accordance with the provisions of this resolution.
2. The employee's main performance objectives and key results (OKRs) shall be reviewed, updated and evaluated in the event of a change in their grade or job duties, whether through transfer, secondment or loan, after the start of the evaluation cycle, based on the procedures related to this policy, while considering the following:
  - If the change occurs within the first three months of the start of the evaluation year, the assessment shall be based solely on the new position.
  - If the change occurs after the first three months of the start of the evaluation year, the employee's performance shall be evaluated based on both the previous and current work, with the line managers (both former and current) participating in the annual evaluation process.
3. For entities assessing the performance of employees who have joined the National Service, are on extended study leave, or on leave for self-employment, reference shall be made to the evaluation results provided by the National Service and Reserve Authority (NSRA) for the concerned employee, or based on the employee's academic performance if on study leave, or project outcomes, or the employing entity may conduct the evaluation for this category independently. In all cases, the employee's performance rating shall not exceed Level 3 – Meets Expectations – or its equivalent.
4. Without prejudice to the provisions stated herein, the performance score is calculated for employees who are on the job only if their total work period during the evaluation year is more than six consecutive or separate months. As for employees whose on-the-job period is less than (6) months due to absence from work for an acceptable reason, they shall not undergo a performance evaluation and shall not be entitled to periodic allowance or any other entitlements or benefits related to this system.
5. A performance document shall be allocated for the new employee during the probation period in accordance with the system,

and their performance shall be evaluated at the end of the probation period. If their job efficiency is proven, the employees shall be regularized, and their Objectives and Key Results (OKRs) shall be updated for the remaining period of the year.

6. The Federal entity may not retroactively amend the results of the performance evaluation of its employees for previous years, or after the results have been approved according to the Calibration process, except after referring the matter to the Federal Authority for Government Human Resources (FAHR) for due consideration
7. FAHR may amend the forms related to the evaluation of job performance or create new forms or mechanisms, when necessary.
8. FAHR shall consider the national initiatives launched at the federal government level, within the objectives and controls of this System, and may issue guidelines specifying the percentages, weights, and calculation mechanisms of any aspects related to these initiatives, so that they are considered within the performance evaluation elements for employees who have made positive contributions to these initiatives.
9. Employees whose performance evaluation results fall within Level (1) – Unacceptable – are considered to be within the underperformance range, and the approved measures specified in the procedures for managing underperformance in this guide must be taken.
10. Promotions are contingent upon the entity's approved annual budget and are subject to the promotion regulations stipulated in the Decree-Law and its Executive Regulations. The Rewards and Incentives Committee in each federal entity shall align and identify employees who meet the criteria for rewards and bonuses, incentives, and promotions, in accordance with the promotion schedule and the allocation of rewards within the entity's approved budget. The final results shall be submitted to the Head of the entity for approval.

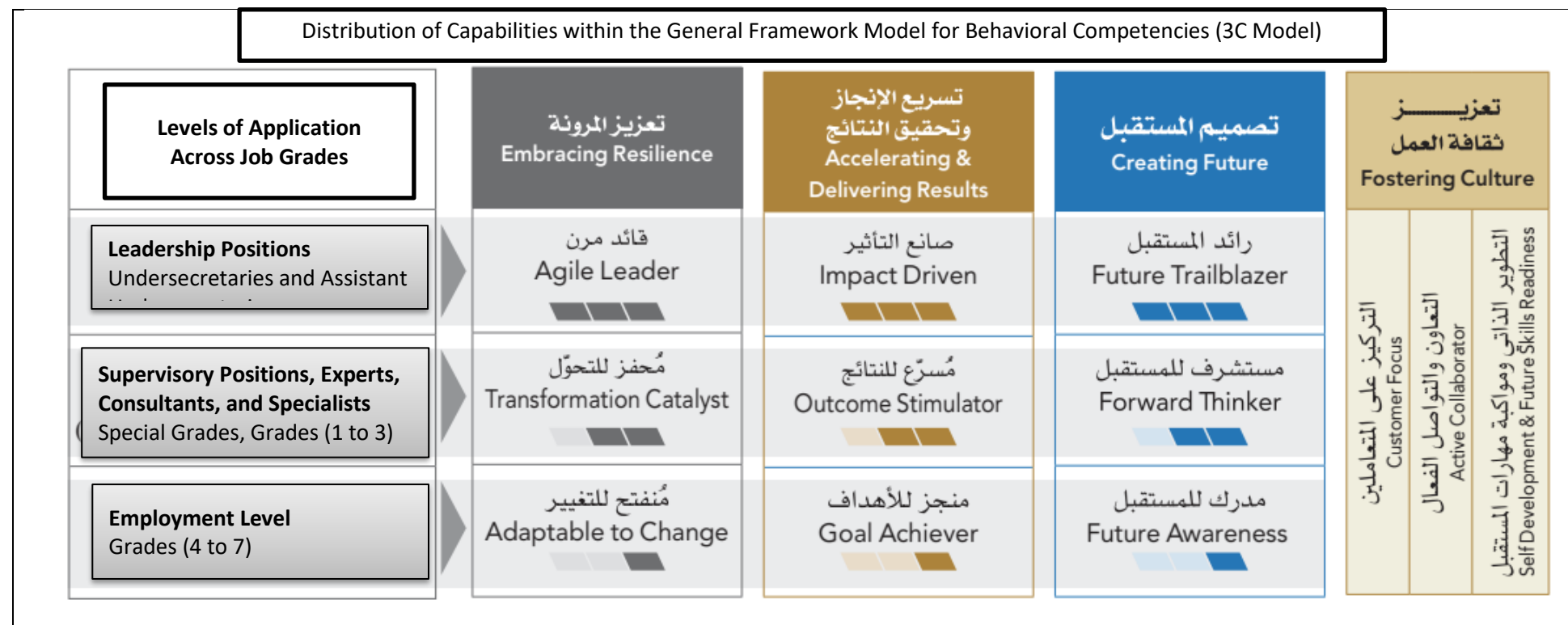
### III: General Framework for Behavioural Competencies

The General Framework Model for Behavioural Competencies consists of 3 main components, which are (Competencies, Capabilities, & Culture). It's depicted in the Figure below:





The capabilities are determined within the specified competencies according to the job grades, as illustrated in the figure below.



The competencies, capabilities, and their components for achieving the required performance results have been clarified and defined, in addition to the required behavioural traits that the employee must demonstrate, and the undesirable behavioural traits of the employee, as explained below for each behavioural competency.

It demonstrates the employee's ability to anticipate challenges and transform them into practical and impactful development opportunities through forward-looking design thinking, alignment with future trends and strategic plans, and making decisions that support the entity's directions in line with the government agenda and global competitiveness.

Enhancing the spirit of entrepreneurship inside and outside the entity.

Manifesting future visions through design thinking.

Discovering opportunities within challenges through innovative methods.

Taking initiative in shaping and designing the

Reimagining the future for collective success.

Desire to remain at the forefront and in leading positions.

### Future Trailblazer

- Designing a comprehensive vision for the future and defining strategic objectives to achieve it.
- Guiding and motivating others to achieve future objectives.
- Making supportive decisions that align the entity's directions with future changes.
- Strengthening internal and external partnerships to keep pace with future trends.
- Adopting bold future ideas and utilizing resources to implement them.

Motivational and impactful, unrestricted in thinking, ambitious, persevering, with high standards, culturally literate, anticipatory and aspirational mindset,

Disregards critical details, resists feedback, excludes collaboration.

### Forward Thinker

- Analysing trends and future variables, proactively anticipating challenges and opportunities.
- Developing short- and long-term plans to achieve objectives and align with future aspirations.
- Making decisions based on information analysis and scenarios from diverse sources.
- Applying future-design tools in governmental work.

Innovative, progressive, decisive, attuned to global trends, strategic, opportunity- and challenge-oriented, proactive.

Non-assertive in decision-making, obstinate, preoccupied with unnecessary details, excessively dependent on others, unrealistic.

### Future Awareness

- Thinking holistically and devising innovative solutions for complex issues.
- Prioritising high-priority tasks over lower-priority ones.
- Analysing the current situation by integrating and studying information from multiple sources.
- Familiarity with government trends and future-design tools.

Well-versed in directions, objective, logical, capable of generating ideas and proposals, analytical, inquisitive.

Lacks initiative in overcoming difficulties, unexposed to global perspectives.

## First Competency

Creating the Future

**Desired Behavioural Traits:**

**Undesirable Behavioral Traits:**



It demonstrates the employee's capability to expedite outcomes and lead transformative initiatives and projects with measurable impact across the entity and federal government efficiently.

Redesigning services and operational procedures.

Setting ambitious objectives and deliverables.

Harmonization and clarity between responsibilities, results, and impact.

Delivering globally benchmarked outcomes.

Expediting sustainable, impactful results.

Adherence to a transformative methodology in projects and initiatives.

Impact Driven

Outcome Stimulator

Goal Achiever

- Streamlining and accelerating outputs to create substantial positive effects on the organisation, society, and the federal government.
- Leading, inspiring, and cultivating a conscious drive for excellence, while implementing transformative interventions to ensure sustainable governmental impact.

- Actively pursuing and prioritising results within standard operational frameworks.
- Enhancing outcome achievement through proactive alignment with strategic goals and anticipated impact.

- Executing tasks, projects, or obligations efficiently, with emphasis on attaining defined and measurable outcomes.
- Ensuring timely completion in line with approved plans.
- Contributing effectively to the success of delegated projects or initiatives.

Accelerating & Delivering Results

Traditional, underperforming, narrow-focused, limited thinking, negligent, biased

Limited vision, unstable, resistant to regulation, impulsive

Task-focused, committed, competent, dependable, efficient.

Desired Behavioral Traits:

Traditional, underperforming, narrow-focused, limited thinking, negligent, biased

Limited vision, unstable, resistant to regulation, impulsive

Pessimism, misaligned priorities, preference for speed over quality, rigid adherence to opinion.

Undesirable Behavioral Traits:

It demonstrates the employee's capability to expedite outcomes and lead transformative initiatives and projects with measurable impact across the entity and federal government efficiently.

Speed in decision-making in line with government priorities.

Competence in utilising resources at both entity and federal government

Speed in overcoming challenges.

Adopting transformation as an innovative mindset in governmental

Keeping up with changes and responding swiftly.

Flexibility and ability to manage change.

Agile Leader

Transformation Catalyst

Adaptable to Change

- Swift adaptation and response to transformations and changes in the work environment.
- Evidence-based decision-making fostering organisational and governmental agility.
- Driving innovation and implementing cutting-edge approaches for alignment with change.

- Handling resistance to change effectively and mitigating risks.
- Recognizing and capitalizing on emerging opportunities.
- Environmental scanning and interpreting shifts effectively.
- Establishing change teams and empowering them with available resources.

- Adapting to changes and managing pressures and challenges effectively.
- Personal development and acquisition of new knowledge and skills to support change processes.
- Working independently and motivating colleagues to adopt and participate in change.
- Participating in supporting the formulation of new ideas for change.

Inspirational, communicates effectively, optimistic, influential, challenging and ambitious, responsive.

Driven, agile, adaptable, quick learner, cognizant of needs, decision-maker.

Learning orientation, optimism, self-awareness, effective communication, ease of interaction.

Desired Behavioral Traits:

Avoids conflicts, indecisiveness, overplanning and overfocus, implementation of unplanned changes, bias towards opinions

Avoidance of challenges, evasion of work pressure, resistance to change, traditionalism

Resistance to change, dependence, avoidance of teamwork

Undesirable Behavioral Traits:

Third Competency

Embracing Resilience

To achieve the vision of the UAE Government, it is necessary to promote a culture of work in federal entities by developing core capabilities that enable all employees, across various levels and career stages, to perform their duties in accordance with the behavioral competencies and capabilities framework.

#### Self-Development & Future Skills Readiness

- Passionate about continuously enhancing skills and self-development in line with future needs and requirements.
- Relies on diverse learning methods to develop skills.
- Leverages acquired skills in governmental operations.

#### Active Collaboration

- Communicates effectively with team members, stakeholders, and customers to engage them in designing and implementing strategies and initiatives.
- Builds trustworthy partnerships and relationships with others to achieve shared goals and results with positive and

#### Customer oriented

- Committed to considering the needs of customers and internal and external stakeholders and striving to provide proactive and intuitive services tailored to their needs, requirements, and preferences.
- Committed to the principles and ethics of work in the federal

#### Enablers

Fostering  
Work  
Culture

IV: Proposed Performance Document Template for Assistant Category Jobs, noting that the entity has full discretion to determine the evaluation mechanism for this category.

Objective	Weight	Periodic Review	Remarks	Evaluation	Final Evaluation
Quality of Work and Daily Performance: Assess how the employee executes routine tasks.					
Attendance and Punctuality: Assess the employee's discipline in timely attendance and adherence to working hours.					
Safety and Policy Compliance: Assess adherence to occupational health and safety procedures and institutional work policies.					
Collaboration and Positive Interaction: Assess the employee's ability to engage with colleagues and interact positively with other staff and customers.					
Initiative and Continuous Improvement: Assess the ability to propose improvements in work methods and respond to feedback for service enhancement.					
Total	100%				

