الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

United Arab Emirates

The Federal Government Employee Performance Management System "Injazati"

Agenda:

- Journey of Performance Management in the Federal Government

- Key Principles of "Injazati"

- A Comparison Between the Old and New Systems

- Phases of the Performance Management Cycle

Performance Management in the Federal Government

13 Years Since The Launch Of The Federal Government Performance Management System

2012

2017

2020

2024

2025

System and digital platform launched via 'Bayanati'.

Amendment and approval of selected provisions of the system.

Issuance of an updated system aligned with government developments.

Pilot implementation of 'Injazati' in the Federal Government.

Official launch of 'Injazati'.

Major Challenges

Objectives

- Lack of alignment between individual and institutional objectives.

- Objectives do not reflect the operational reality.

Competencies

- An unclear evaluation framework.

- Fragmented and traditional competencies.

Check-ins

- Developmental feedback is superficial, not meaningful.

- Focused on documentation, not real development.

Evaluation

- Evaluation does not reflect reality.

- Dissatisfaction with mandatory quotas.

Global Benchmarks

- Individual–organisational performance alignment

- OKR-driven targets

- Continuous feedback

- Advanced technology enablement

- Flexible quota application

- Performance-linked incentives and rewards

4 Federal entities in the Pilot Phase

UNITED ARAB EMIRATES
MINISTRY OF HUMAN RESOURCES
& EMIRATISATION

UNITED ARAB EMIRATES
MINISTRY OF ENERGY & INFRASTRUCTURE

الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

UNITED ARAB EMIRATES
MINISTRY OF FINANCE

4 Months
Sep-Dec 2024

300
Employees

Key Principles of "Injazati"

1 Applies the OKRs methodology as a global best practice to align individual objectives with the entity's strategic outcomes

2 Aligned with behavioural competencies that support the government's current and future strategic directions.

3 Strengthens continuous feedback and fosters a culture of learning and development.

4 Performance evaluation based on actual achieved results.

5 Calibrating performance rating levels to reflect actual performance.

6 Engaging direct managers in the calibration of distributing rating quotas.

7 Flexibility in increasing mandatory performance rating quotas.

8 A digital system enhanced by AI to define inspiring objectives.

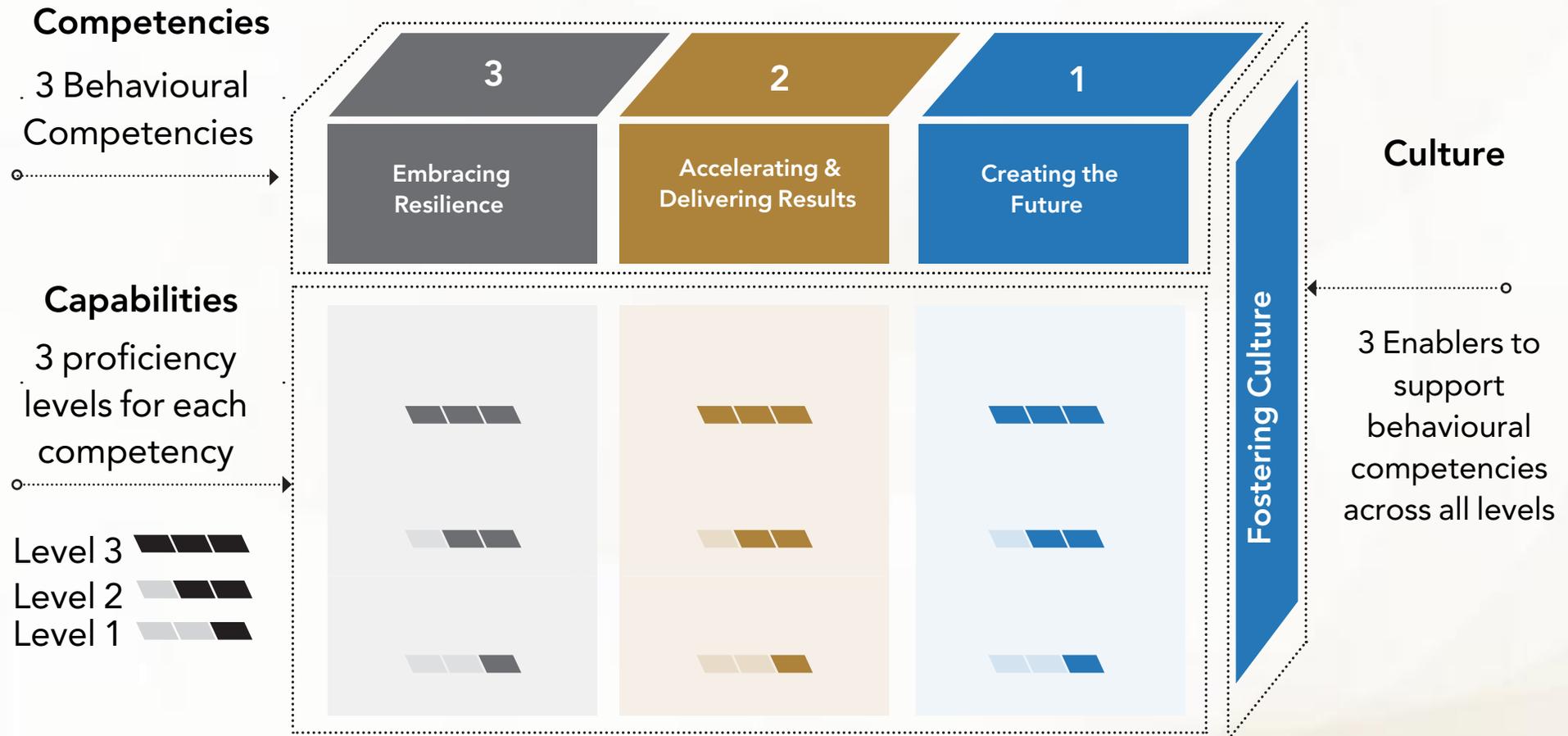# Key Components of Injazati

01

Objectives and Key Results (OKRs)

02

Key Performance Indicators (KPIs)

03

3C Model Competencies

Behavioural Competency Framework Model

Competencies

3 Behavioural
Competencies

Capabilities

3 proficiency
levels for each
competency

Level 3

Level 2

Level 1

3	2	1
Embracing Resilience	**Accelerating & Delivering Results**	**Creating the Future**

Fostering Culture

Culture

3 Enablers to
support
behavioural
competencies
across all levels

Capability Distribution Within The Behavioral Competency Framework

Levels of Application Across Job Grades	تعزيز المرونة Embracing Resilience	تسريع الإنجاز وتحقيق النتائج Accelerating & Delivering Results	تصميم المستقبل Creating the Future	تعزيــــز ثقافة العمل Fostering Culture		
Leadership Positions 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
Supervisory Positions, Experts, Consultants, and Specialists Special Grades, Grades (1 to 3)	مُحفز للتحوّل Transformation Catalyst	مُسرّع للنتائج Outcome Stimulator	مستشرف للمستقبل Forward Thinker			
Employment Level Grades (4 to 7)	مُنفتح للتغيير Adaptable to Change	منجز للأهداف Goal Achiever	مدرك للمستقبل Future Awareness			

Competency & Capability Card Sample

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.

Creating the Future

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 future now.

Reimagining the future for collective success.

Desire to remain at the forefront and in leading positions.

Future Trailblazer	Forward Thinker	Future Awareness
• 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.	• 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.	• 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.

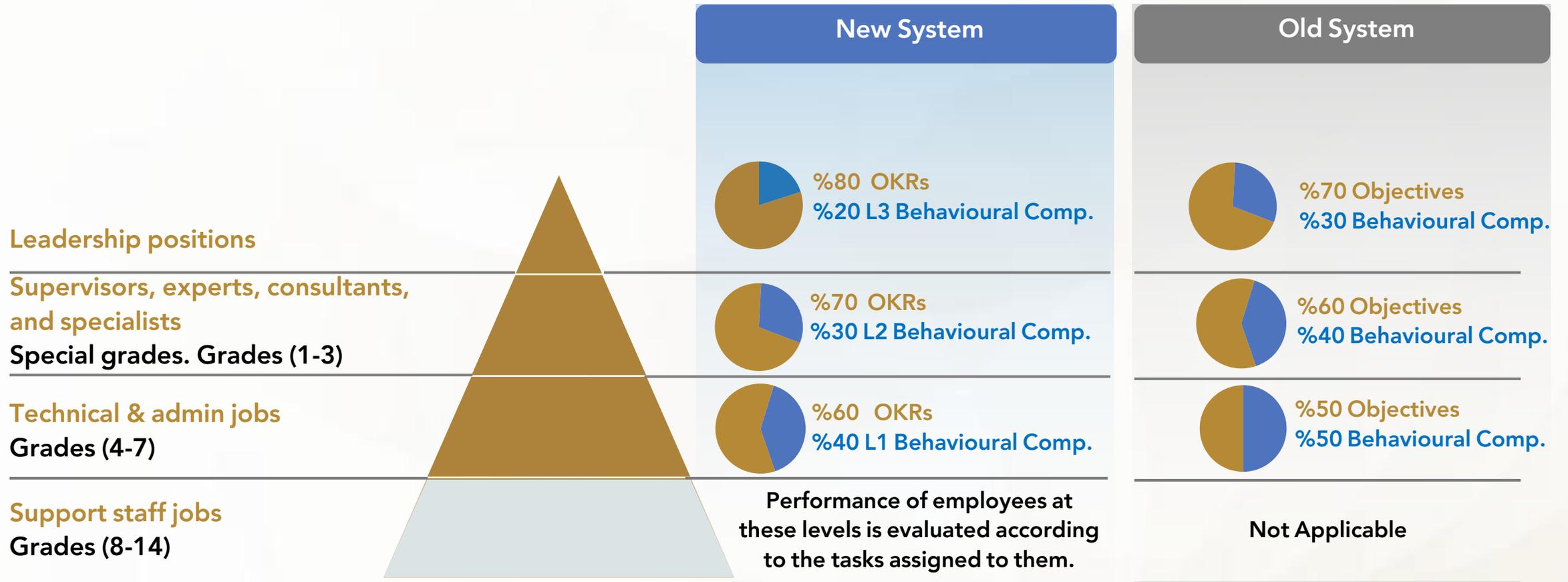**Desired Behavioural Traits:**

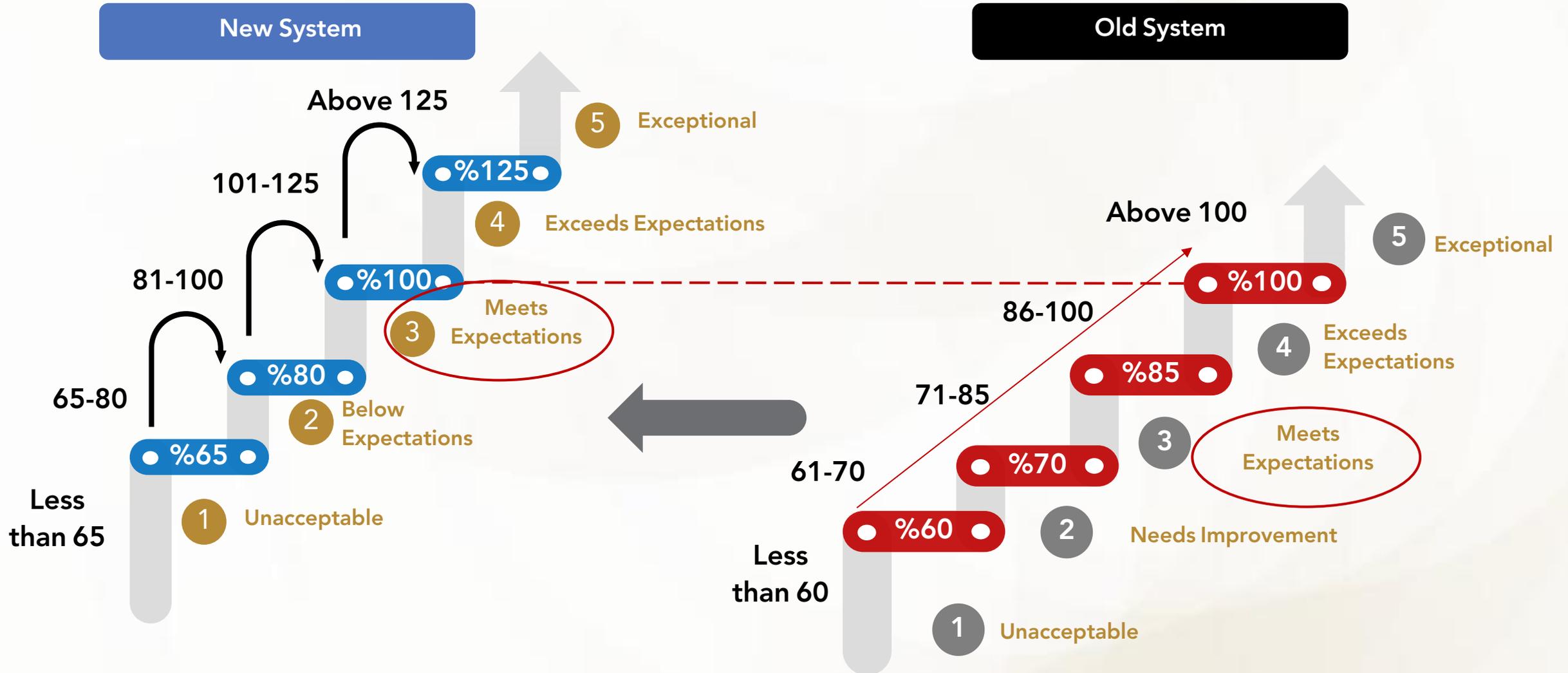|		
Motivational and impactful, unrestricted in thinking, ambitious, persevering, with high standards, culturally literate, anticipatory and aspirational mindset, promotes ideation and innovation.	Innovative, progressive, decisive, attuned to global trends, strategic, opportunity- and challenge-oriented, proactive.	Well-versed in directions, objective, logical, capable of generating ideas and proposals, analytical, inquisitive.

Comparison Of The Previous And New Systems
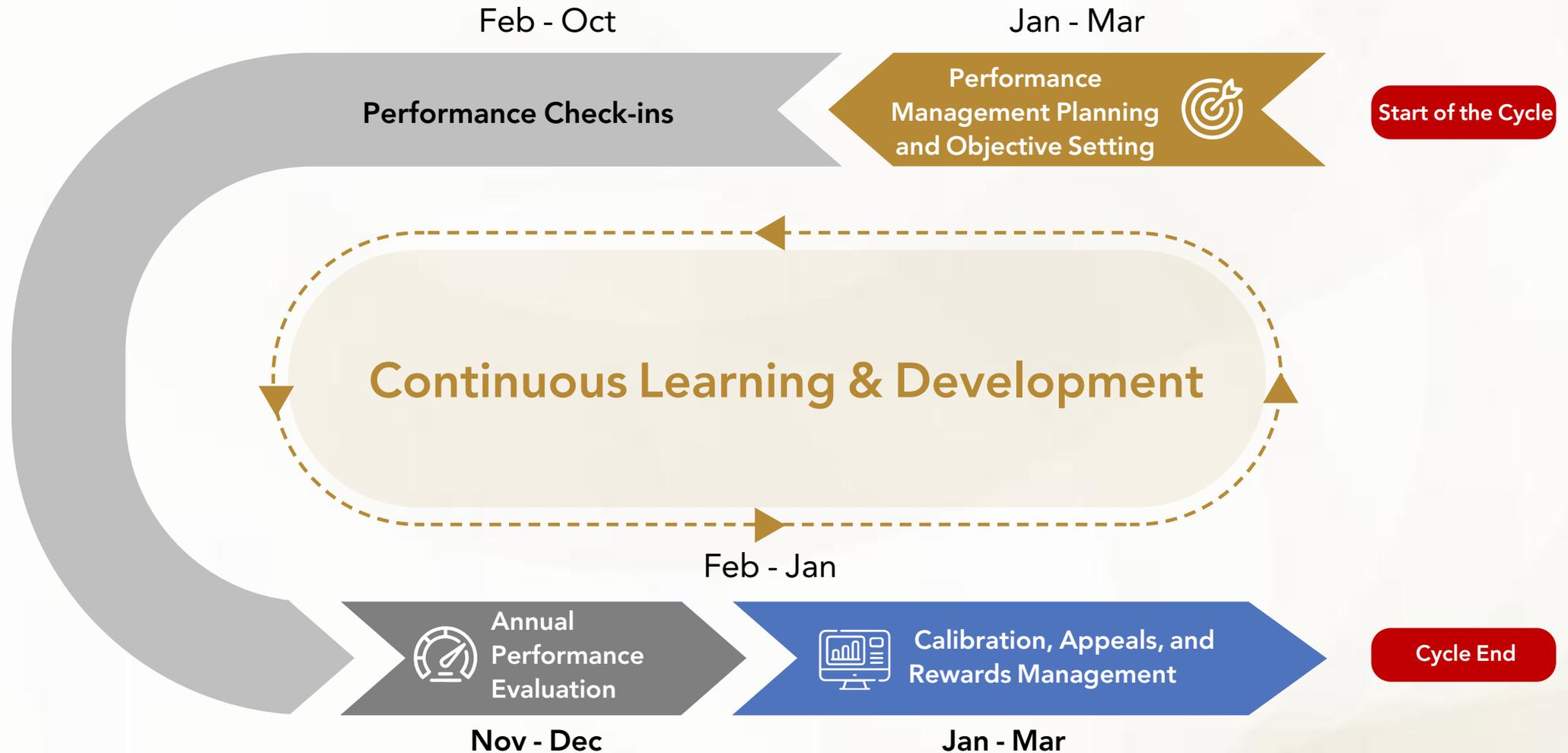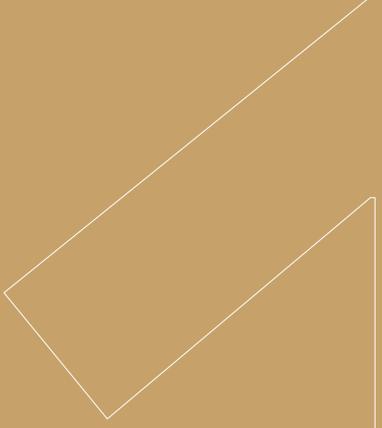
Weight Comparison of Performance Components

	New System	Old System

Leadership positions

%80 OKRs
%20 L3 Behavioural Comp.

%70 Objectives
%30 Behavioural Comp.

Supervisors, experts, consultants, and specialists
Special grades. Grades (1-3)

%70 OKRs
%30 L2 Behavioural Comp.

%60 Objectives
%40 Behavioural Comp.

Technical & admin jobs
Grades (4-7)

%60 OKRs
%40 L1 Behavioural Comp.

%50 Objectives
%50 Behavioural Comp.

Support staff jobs
Grades (8-14)

Performance of employees at these levels is evaluated according to the tasks assigned to them.

Not Applicable

Comparing the levels of Final Assessment Results

New System

Above 125

101-125

81-100

65-80

Less than 65

%125

%100

%80

%65

5 Exceptional

4 Exceeds Expectations

3 Meets Expectations

2 Below Expectations

1 Unacceptable

Old System

Above 100

86-100

71-85

61-70

Less than 60

%100

%85

%70

%60

5 Exceptional

4 Exceeds Expectations

3 Meets Expectations

2 Needs Improvement

1 Unacceptable

Phases of the Performance Management Cycle

Federal Government Performance Management Cycle

Feb - Oct

Jan - Mar

Performance Check-ins

Performance Management Planning and Objective Setting

Start of the Cycle

Continuous Learning & Development

Feb - Jan

Annual Performance Evaluation

Calibration, Appeals, and Rewards Management

Cycle End

Nov - Dec

Jan - Mar

Performance Management Planning and Objective Setting
(JAN – MAR)

Key Elements Of The Performance Planning Phase

Summary table of the parameters of Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs)		
Inputs	**Minimum Threshold**	**Maximum Threshold**
Objectives and Key Results (OKRs)	3	5
Weights of OKRs	10%	40%
KPIs of each OKR	2	5

1 Alignment between the entity's strategic plan and employees' key performance objectives.

2 Defining the employee's Objectives and Key Results (OKRs).

3 Automatic assignment of Behavioural Competencies in the electronic system.

Example: Key Performance Objectives and Indicators (Role: Head of Employee Relations)

Objectives and Key Result (OKR)	Weight	Key Performance Indictors (KPIs)	Target
Enhancing Human Resources Planning Efficiency	40%	Reduce time-to-fill vacant positions to less than 30	30
		Increase recruitment efficiency alignment to 80%	80%
		Increase new employee retention rate to 90%	90%
Improving the Work Environment	30%	Increase employee satisfaction by 5%	5%
		Complete employee requests in no more than 3 days	3
Supporting HR Decision-Making	30%	Increase HR data accuracy to 95%	95%
		Ensure 90% compliance with internal regulations	90%
		Improve HR maturity score to 10%	10%
		Reduce time-to-fill vacant positions to less than 30	30

- Contribution to national initiatives has been adopted as one of the elements used to evaluate employee performance, based on weights and calculation mechanisms relevant to those initiatives.

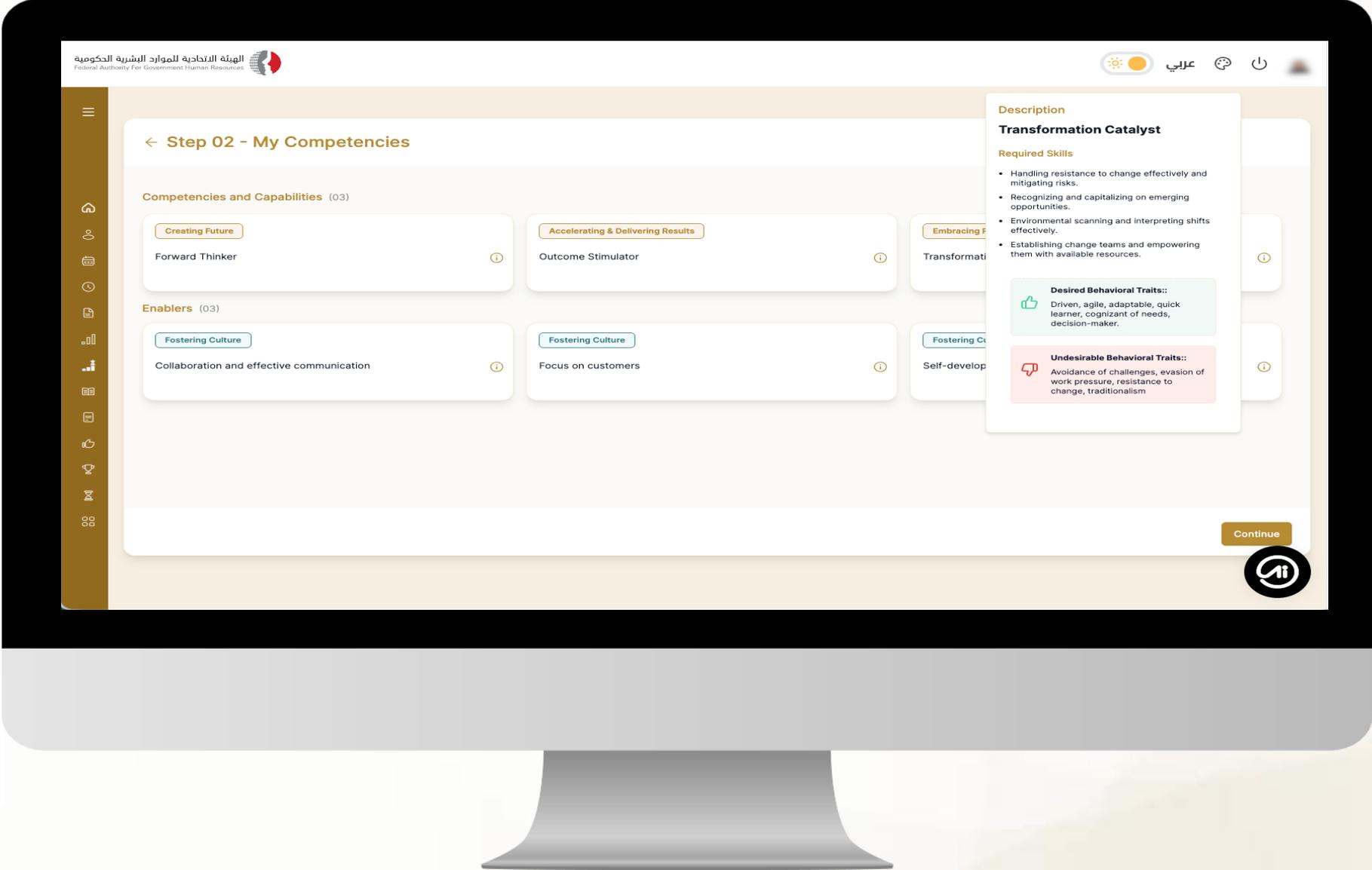# Performance Management Planning and Objective Setting
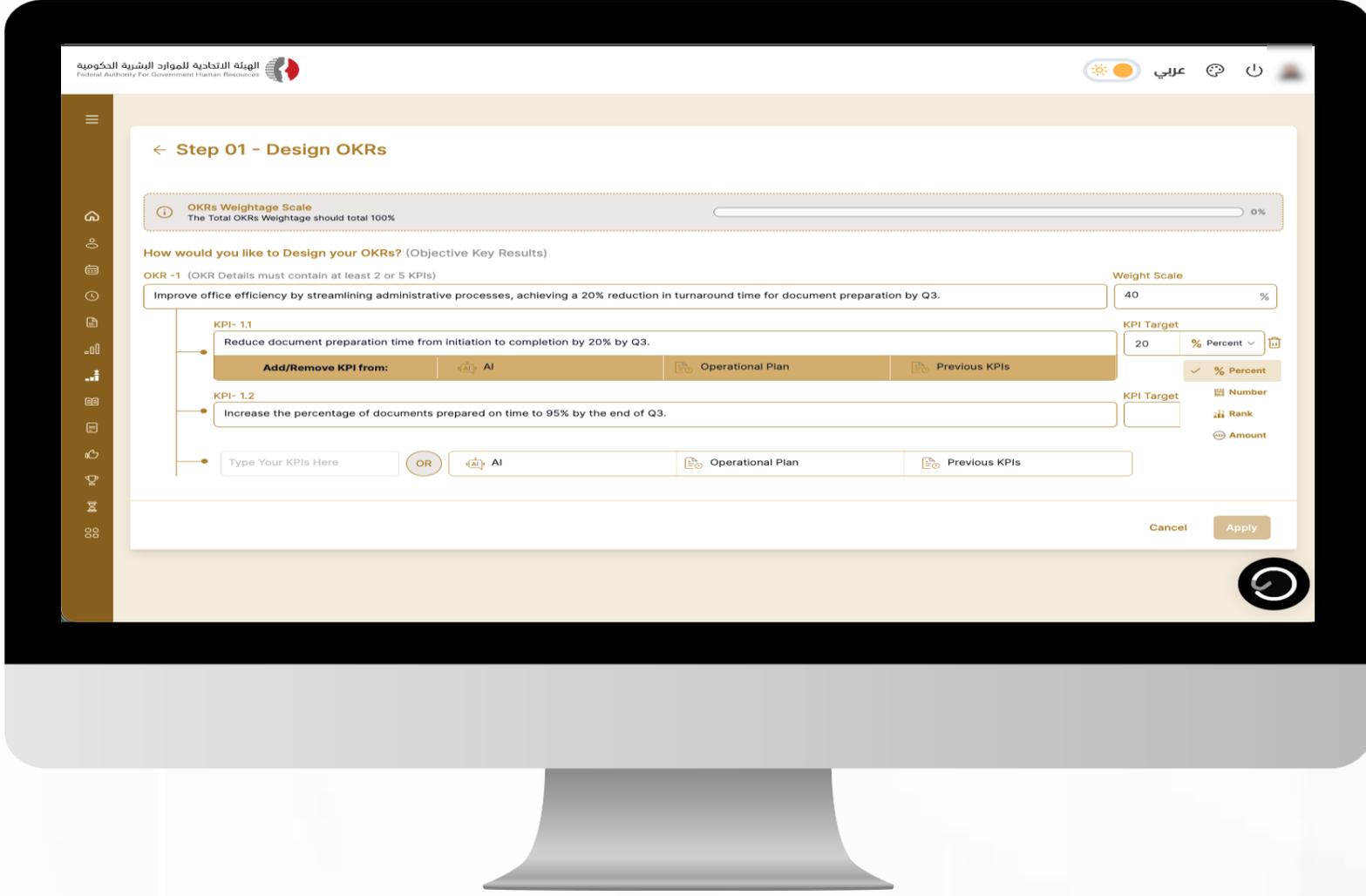
- Generative AI
- Strategic & Operational Plans
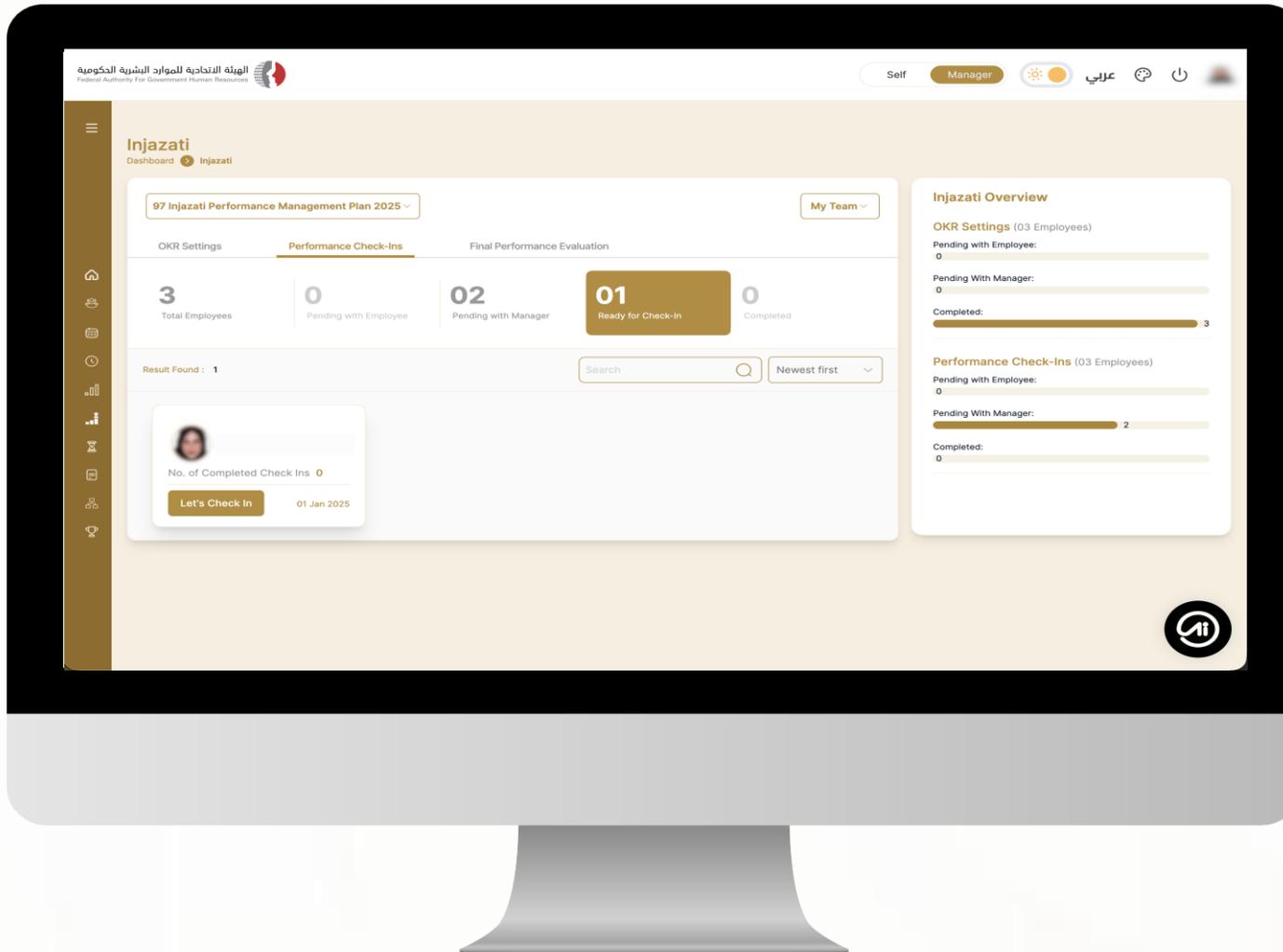- Previous Objectives
- Manual Entry

Automatic Assignment of Behavioral Competencies

Continuous Feedback and Performance Check-ins (Feb-Oct)

Continuous Feedback and Performance Check ins

The feedback process can be initiated by the direct manager or by the employee.

It focuses on tracking progress and achievements, and identifying areas for required development and improvement.

An unlimited number of check-in meetings can be conducted.

Annual Performance Evaluation (Nov – Jan)

First: Evaluation Of Annual Key Performance Objectives (OKRs)

Self-assessment by the employee through entering the actual results achieved.

Review and approval by the line manager.

Key Performance Objectives evaluation result (automatically calculated by the system).

Example (1): Head of Employee Relations

OKRs	Weight	KPIs	Target	Achieved	Indictor Result	Average Performance of Indicators	OKR's Result
Enhancing Human Resources Planning Efficiency	40%	Reduce time-to-fill vacant positions to less than 30	30	28	107%	106%	42%
		Increase recruitment efficiency alignment to 80%	80%	80%	100%		
		Increase new employee retention rate to 90%	90%	100%	111%		
Improving the Work Environment	30%	Increase employee satisfaction by 5%	5%	8%	160%	130%	39%
		Complete employee requests in no more than 3 days	3	3	100%		
Supporting HR Decision-Making	30%	Increase HR data accuracy to 95%	95%	90%	94%	101%	30.3%
		Ensure 90% compliance with internal regulations	90%	80%	89%		
		Improve HR maturity score to 10%	10%	12%	120%		
		Reduce time-to-fill vacant positions to less than 30	30	28	107%		
Final outcome for Objectives and Key Results (OKRs)							112%

Second: Behavioural Competency Evaluation

Description
Transformation Catalyst

Required Skills

- 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.

👍 **Desired Behavioral Traits::**
Driven, agile, adaptable, quick learner, cognizant of needs, decision-maker.

👎 **Undesirable Behavioral Traits::**
Avoidance of challenges, evasion of work pressure, resistance to change, traditionalism

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%**

- Competencies are assessed based on the level of proficiency and percentage for result calculation only, with values read directly from the electronic system.
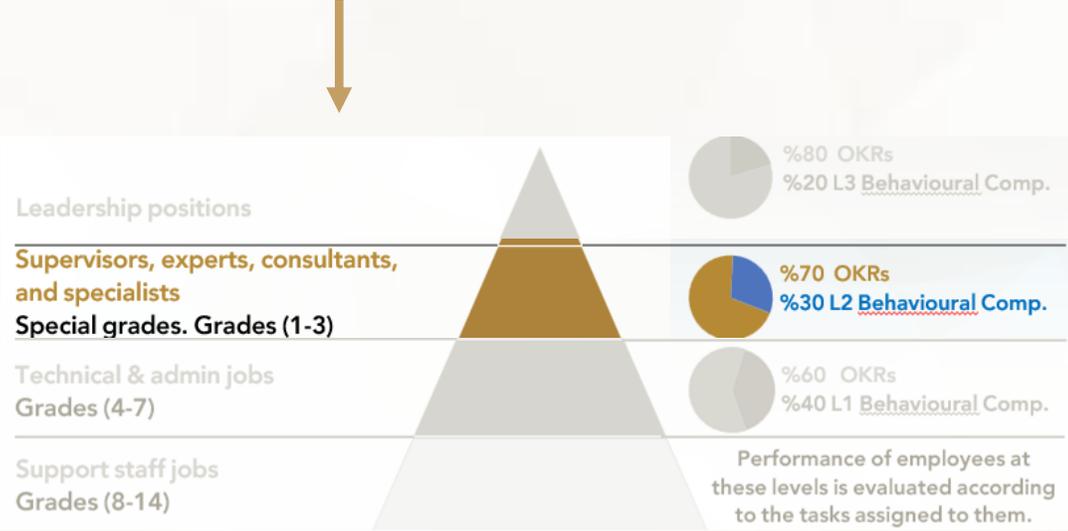
Example (2): Head of Employee Relations

Example of Competency Evaluation for a Position (Head of Employee Relations)			
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 Enablers	Customer-Centric Focus	Partially Proficient	**85%**
	Collaboration & Effective Communication	Proficient	**100%**
	Self-Development & Keeping Pace with Future Skills	Partially Proficient	**85%**
Average Competency Score			**93%**

Third: Overall Performance Evaluation Results

Level	Rating Score	Evaluation Scale
Exceptional	5	More than 125%
Exceeds Expectations	**4**	**101% – 125%**
Meets Expectations	3	81% – 100%
Below Expectations	2	65% – 80%
Unacceptable	1	Less than 65%

Example of Final Evaluation Result					
Elements	**Weight**	**Achieved**	**Result**	**Final Result**	
Main Performance Objectives	70%	112%	78.4%	**106.3%**	**Level 4 – Exceeds Expectations**
Behavioral Competencies	30%	93%	27.9%		

Leadership positions — %80 OKRs / %20 L3 Behavioural Comp.

Supervisors, experts, consultants, and specialists
Special grades. Grades (1-3) — %70 OKRs / %30 L2 Behavioural Comp.

Technical & admin jobs Grades (4-7) — %60 OKRs / %40 L1 Behavioural Comp.

Support staff jobs Grades (8-14) — Performance of employees at these levels is evaluated according to the tasks assigned to them.

- The direct manager assigns evaluation ratings for their employees and submits them to the higher-level evaluators.
- The employee's final evaluation result is confirmed after calibration and balancing processes are completed and approved by the head of the federal entity.

Calibration, Appeals and Rewards Management (Jan – March)
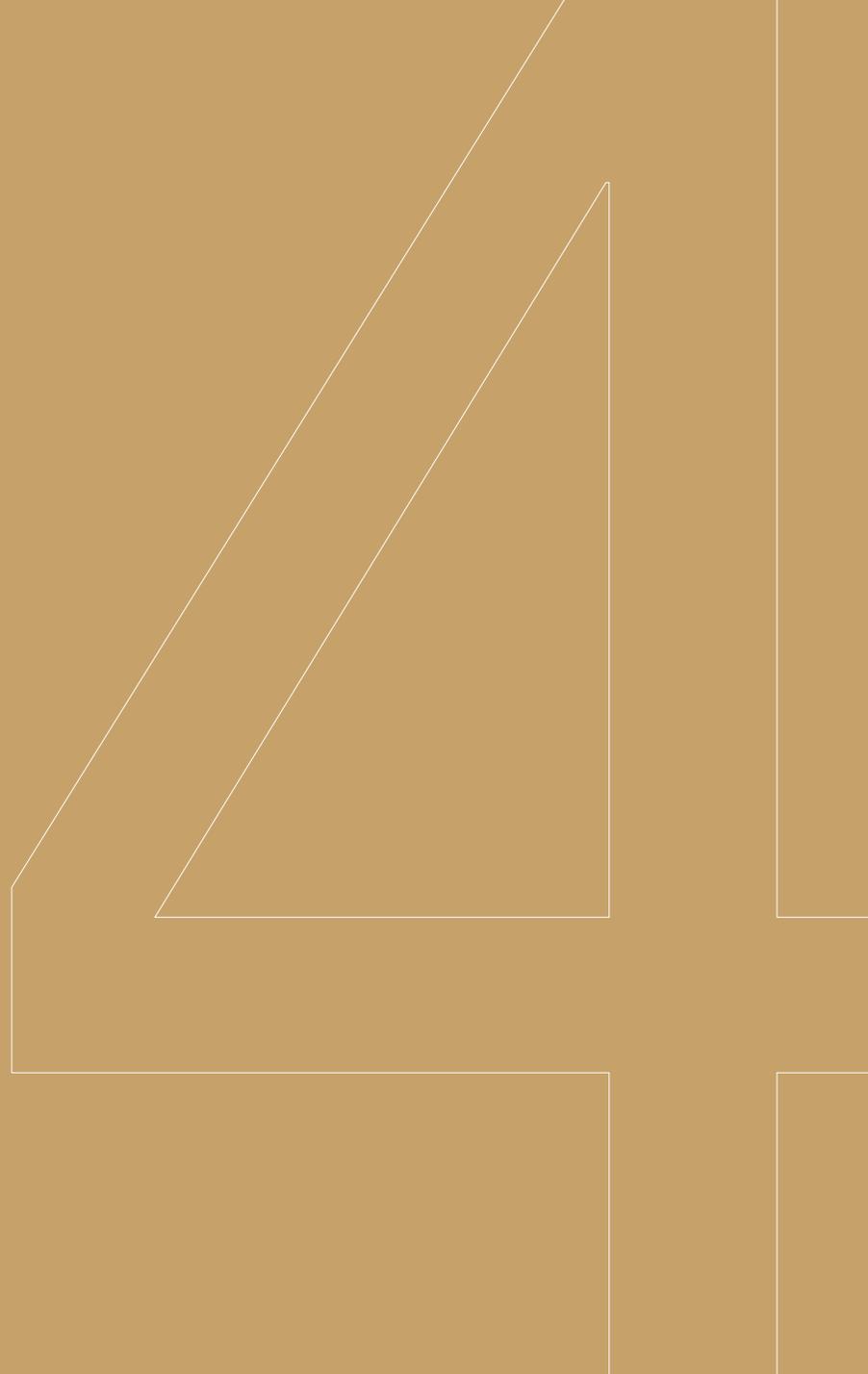
Calibration

Calibration Mechanism

- A mandatory quota is applied, allowing the head of the federal entity the flexibility to increase the proportion of employees rated 4 or 5 by up to 5% for each category.
- To govern performance results, evaluation outcomes are reviewed at multiple levels* to ensure fairness and to calibrate and balance rating distributions, based on the size of the entity, 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.

* Levels for reviewing performance results are determined in line with the size of the federal entity. The number of review levels may vary depending on the entity's organizational structure; however, it must not be fewer than two (2) levels and must not exceed four (4) levels.

Mandatory Quota

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%**

- Exceptionally, the head of the federal entity may increase the percentage of employees awarded performance ratings of 4 and 5, by up to a maximum of 5% for each rating, as follows:
  - Rating 5: 0%–10% (maximum)
  - Rating 4: 0%–20% (maximum)

Calibration Levels
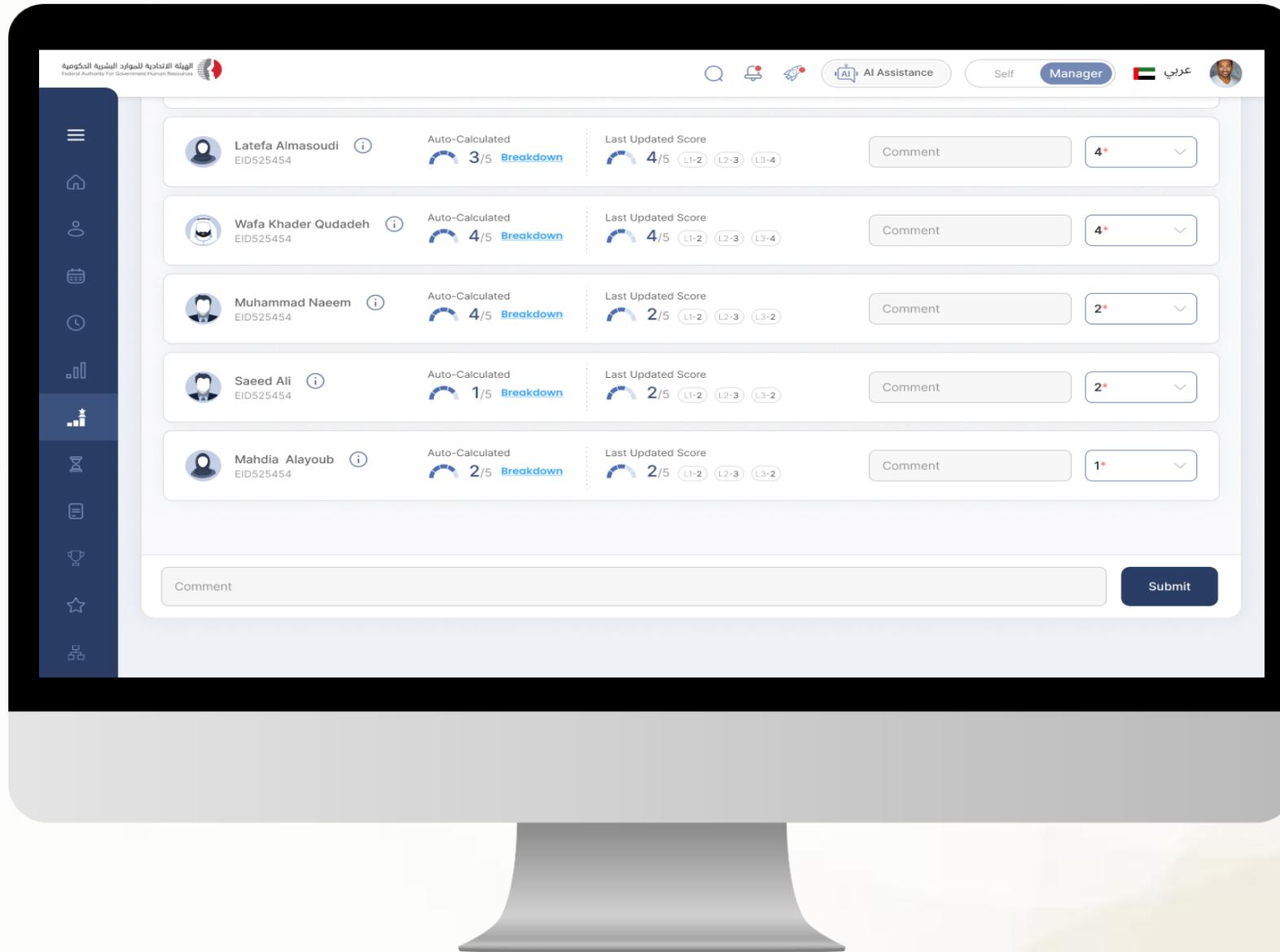
Grievance Management Mechanism for Performance Results

- An appeal may be submitted in respect of all evaluation levels, whereby the employee submits a documented grievance to the Grievances Committee within their employing entity within five (5) working days from the date on which they are notified of the final evaluation result.

- An employee who has received a rating of (1) may also object to the decision of the Grievances Committee by submitting an appeal to the Federal Government Appeals Review Committee within ten (10) days from the date on which the employee is notified of the Grievances Committee's decision. The decision of the Appeals Committee shall be final in this matter.

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:

Issue a written warning to the employee to improve their performance within a period of three (3) months.

Prepare a performance improvement plan in cooperation with the line manager to help underperforming employees improve their performance.

If the employee's performance does not improve after the end of the aforementioned period, another written warning will be issued to the employee to improve their performance within a final warning period of three (3) months.

An employee whose service has been terminated due to occupational incompetence may submit a written grievance to the Grievance and Objections Committees in accordance with the procedures and mechanisms specified in the provision of the Decree-Law and its Executive Regulations.

If the employee's performance improves after the end of any of the two mentioned warning periods, coordination shall be made between the direct manager and the employee, and agreement shall be reached on the objectives set for the remaining period of the year. The Job Performance Management System cycle shall be applied to them as well.

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Thank You

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