



Injazati System

Cabinet Resolution No. (161) of 2025
regarding the Performance Management for
Federal Government Employees (Injazati)



Injazati System

Cabinet Resolution No. (161) of 2025
regarding the Performance Management for
Federal Government Employees (Injazati)

Copyright © 2025 Federal Authority for Government Human Resources (FAHR)

All copyrights reserved.

It is not permissible, without obtaining a written permission from the Federal Authority for Government Human Resources (FAHR), to use, reproduce, or transmit any of the materials included in this system, in whole or in part, in any form or by any means, whether electronically or mechanically, including photocopying, recording, or using any information storage and retrieval system, except as expressly provided for in the terms and conditions of use of the FAHR's Guides.



Contents

Article 1: Definitions	7
Article 2: Scope of Application	8
Article 3: Objectives	8
Article 4: Fundamental Principles of the System	8
Article 5: Stages of the System's Cycle	9
Article 6: Roles and Responsibilities	12
Article 7: General Provisions	15
Article 8: Repeal	16
Article 9: Publication and Implementation of the Policy	16
Appendix 1: Weights for the Performance Management System Components for Federal Government Employees	18
Appendix 2: General Framework of Behavioural Competencies for Federal Government Employees	19
Appendix 3: Performance Evaluation Percentage Distribution at the Entity Level (Quota)	22
Appendix 4: Managing Underperformance	23
Appendix 5: Rewards and Incentives Distribution Table	24

The Cabinet

- Having reviewed the Constitution.
- Federal Law No. (1) of 1972 concerning the Functions of Ministries and the Powers of Ministers, and its amendments.
- Federal Decree-Law No. (49) of 2022 concerning Human Resources in the Federal Government.
- Cabinet Resolution No. (35) of 2020 concerning the Performance Management System for Federal Government Employees.
- Cabinet Resolution No. (48) of 2023 concerning the Executive Regulations of Federal Decree-Law No. (49) of 2022 concerning Human Resources in the Federal Government.
- Based on the presentation by the Minister of State for Government Development and the Future, Chairwoman of the Federal Authority for Government Human Resources, and with the approval of the Cabinet.

Has decided



Article 1 Definitions

The definitions contained in Federal Decree-Law No. (49) of 2022 concerning Human Resources – Federal Government, and Cabinet Resolution No. (48) of 2023 concerning the Executive Regulations of Federal Decree-Law No. (49) of 2022, as referred to above, shall apply. Otherwise, the following words and phrases shall have the meanings assigned to them below, unless the context otherwise requires.

Decree-Law	:	Federal Decree-Law No. (49) of 2022 Concerning Human Resources in the Federal Government.
Executive Regulation	:	Cabinet Resolution No. (48) of 2023 Concerning the issuing of the Executive Regulation for Federal Decree-Law No. (49) of 2022 on Human Resources in the Federal Government.
Objectives and Key Results (OKRs)	:	Measurable objectives directly linked to achieving the strategic and operational plan. These objectives are defined and agreed upon in advance by the employee's line manager at the beginning of the performance evaluation cycle. They are used to measure the employee's progress towards achieving the required individual goals or objectives.
Behavioral Competencies	:	A general framework encompassing the competencies subject to assessment and which are expected to be demonstrated by federal government employees.
Documented follow-up of performance	:	A series of regular and documented meetings with the line manager and staff to discuss workflow and progress levels throughout the year.
Calibration Committee	:	A committee formed by each federal entity to review the results of the performance evaluation and ensure the fair application of the system.



Article 2 Scope of Application

1. This system applies to all employees of federal entities subject to the provisions of the Decree Law with the exception of employees holding job grades between eight (8) and fourteen (14), or their equivalent in entities that apply their own schedule of grades, provided that the performance of employees in those entities is evaluated according to the tasks assigned to them.
2. Federal entities not subject to the provisions of the Decree Law are required to prepare their own performance systems in accordance with the principles contained in this system.



Article 3 Objectives

The system aims to achieve the following:

1. Aligning employees' OKRs with the performance expectations of initiatives and strategic and operational goals at the federal entity level.
2. Establishing clear foundations that ensure fairness and accuracy in measuring actual contributions to achieving goals, thereby encouraging individual and collective achievements and realising the desired results.
3. Establishing a culture of high performance at the federal level by encouraging directors, line managers, and employees to create a work environment characterised by feedback, follow-up, continuous development, empowerment, and innovation.
4. Utilising the performance management system as a strategic tool to improve the overall performance of the federal entity and ensure the effective implementation of its initiatives at the government level.
5. Enable federal entities to identify high-performing employees and recognize them based on performance evaluation results, thereby enhancing efficiency, productivity, and competitiveness in the government work environment.



Article 4 Fundamental Principles of the System

The system is based on the following principles:

1. **Strategic alignment and focus on competencies**, where the federal entity's strategic plan is considered the primary tool for achieving its vision. This is done through goals, objectives, and initiatives translated into operational plans that clarify the implementation mechanisms, timelines, responsibilities, required resources, and associated risks. The system ensures that strategic and operational plans are linked to the individual goals of each employee, thus achieving the desired results for all parties.
2. **Strengthening the employee's role** by involving them in the planning and setting of strategic goals and ensuring alignment with the organisation's objectives. The system also includes mechanisms for evaluating the performance of various tasks and the employee's contributions within the workplace, thereby enhancing the employee's sense of value and raising levels of job satisfaction.
3. **Focusing on results**, by encouraging employees to strive to achieve the desired goals through performance evaluation based on the results of achieving the main objectives stemming from the strategic and operational plans, and linking them to the tangible impact and results at various levels.
4. **Flexibility of application**, where the system adapts to changing circumstances and government directions, enabling efficiency, effectiveness, and focus on priorities.
5. **High performance and continuous feedback culture**, by reinforcing the concept of shared responsibility, directly and indirectly, towards addressing performance issues through continuous feedback that encourages the exchange of constructive observations at the appropriate time and in a regular and documented manner at all levels of the organisation.
6. **The culture of continuous learning** is fostered by encouraging employees to seek opportunities for growth, skill enhancement, and ongoing knowledge development.
7. **Integration between the entity and its employees**, through linking the results of institutional and functional performance with rewards, incentives, training plans, and individual development, where measuring the effectiveness of the entity's performance depends on the extent to which it achieves institutional and individual goals.
8. **Transparency and fairness**, as the system was developed according to clear standards, policies, and procedures that align with federal government legislation and regulations, and is characterised by flexibility, transparency, and credibility.



Article 5 Stages of the System's Cycle

The system's approach is based on the concept of flexible performance management by empowering both employees and line managers to select, set, and modify key performance targets throughout the year. This includes encouraging effective communication through regular performance monitoring, contributing to employee skills development, retaining talent within federal entities, and achieving priority goals for the organisation.

The system's cycle includes the following phases:

Phase	Procedure	Timeline
Phase 1	Performance Management Planning and Objective Settings	January to March
Phase 2	Continuous Performance Review Meetings	February to October
Phase 3	Annual Performance Evaluation	November to December
Phase 4	Calibration, Appeals, and Rewards	January to March of the following year

In all circumstances, the federal entity must adhere to the distribution of weights for the components of the Federal Government Employees Performance Management System and the main performance targets and behavioural competency pillars, in accordance with Appendix No. (1) attached to this policy.

1. Performance Management Planning and Objective Setting Phase:

At the beginning of each year, employees, in collaboration with their line managers, define clear, measurable, and motivating performance goals. The entity must ensure the availability of the essential elements of the performance planning process, which are as follows:

- Alignment between the entity's strategic plan and the OKRs of its employees.
- Determining the employee's job grade according to the approved job evaluation and description policies and mechanisms.
- Defining the employee's OKRs.
- Determining the level of behavioural competencies upon which functional capabilities will be assessed, in accordance with the General Framework of Behavioural Competencies for Federal Government Employees indicated in Appendix No. (2) attached to this policy.

2. Continuous Performance Review Meetings Phase:

The system focuses on the importance of continuous performance review through a series of regular and documented meetings between line managers and employees to discuss workflow and progress levels throughout the year. The goal is to ensure the achievement of objectives and to make appropriate decisions relating to them. Senior management is responsible for determining the number of performance management reviews and documentation processes.

The feedback should be constructive and contribute to the employee's self-development, and may include observations about specific or general goals, and can be provided in a formal or informal manner, provided that it is documented.

3. Annual Performance Evaluation Phase:

This stage takes place at the end of the evaluation cycle through a meeting of line managers with their employees, during which a final discussion is held regarding the targets that were previously agreed upon and which were followed up in a documented manner. Each party fills out the final performance evaluation form, and this includes identifying achievements, areas for development and improvement, evaluating alignment with the main objectives of the entity, and clarifying any exceptional achievements.

4. The Calibration, Appeals, and Awards Phase:

- The rigorous and impartial calibration process includes reviewing the results of employee performance management evaluations and balancing them to ensure fairness through multiple levels of evaluation and balancing, starting from the first level (Head of Department or Director), then the second level (Assistant Undersecretary), and the third level (Undersecretary) or their equivalent, followed by the Calibration Committee, which is formed by a decision of The Minister/Head of the entity, chaired by the Undersecretary of the Ministry/Director General, or their equivalent, and with the membership of the Assistant Undersecretaries of the Ministry or their equivalent, in addition to the Director of the Human Resources Department, to review the results of performance evaluation and ensure the fair application of the system. All federal entities' Calibration Committees shall distribute the overall results of evaluating employees in a manner that does not exceed the quota specified for each evaluation level and in accordance with what is stipulated in Appendix No. (3) attached to this policy.

- 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.
- 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.
- During this phase, high-performing and exceptional employees will be selected and paid incentives and bonuses according to the mechanisms stipulated in the Federal Government Employees' Rewards and Incentives System.

5. Learning and Development Process:

The employee’s developmental needs are identified at the end of the performance management cycle based on the results of the performance evaluation. This ensures the improvement and development of the employee’s performance, and considers the developmental needs that will enable them to achieve targets of the following cycle, based on the training and development system in the federal government.

Article 6

Roles and Responsibilities

The roles and responsibilities for implementing the provisions of the policy are as follows:

Responsibilities	Roles
Federal Authority for Government Human Resources	: - Issuing the necessary instructions for implementing this system and the related guiding provisions. - Developing mechanisms, policies, and procedures for implementing the system according to best practices to achieve the systems’ desired outcomes. - Providing a digital platform for the system. - Providing advisory support to entities regarding the system. - Monitoring the federal authorities’ compliance with the provisions of the system.

Senior Management of Federal Entities (Head of Entity or Undersecretary of the Ministry and those of equivalent rank) : - Ensuring that OKRs and behavioural competencies of employees are aligned with the entity’s strategic and operational plans, in accordance with the government’s objectives and priorities. - Encouraging employee participation in government projects. - Providing the necessary resources for the implementation of the system by the relevant federal entity. - General oversight of the effective implementation of the system by the relevant federal entity. - Ensuring the effective implementation of calibration processes at all organiaational units within the federal entity. - Allocating and managing resources to develop employee skills in a way that supports achieving outstanding results towards objectives. - Approving the final performance evaluation results of the entity’s employees.	
Human Resources Departments in Federal Entities : - Providing support and assistance during the system’s implementation period in the entity. - Conducting workshops and training courses for line managers and employees to raise their awareness of the system. - Communicating with the Federal Authority for Government Human Resources to clarify any obstacles or challenges that may hinder the proper implementation of the system or any other emerging problems. - Ensuring the accuracy of the employee’s job classification in the Human Resources Information System, in accordance with the approved job evaluation and description system and mechanisms. - Assisting line managers and employees in developing the skills required to achieve high levels in performance management. - Supervision of calibration operations across all sectors and organisational units within the federal entity, and ensuring documentation of the calibration processes.	

- 7. Providing the Rewards and Incentives Committee at the entity with the number of employees eligible for rewards and promotions, after the final evaluation results have been approved.
 - 8. Managing poor employee performance according to the procedures adopted in Appendix No. (4) attached to this policy.
 - 9. Ensuring the commitment of all organisational units within the federal entity to the specified timeframes for the employee performance management cycle.
- Rewards and Incentives Committee : 1. Aligning the approved budget for rewards, incentives, and promotions within the entity with the number of eligible employees who meet the criteria and regulations of the approved rewards, incentives, and promotions system.
- Line Managers : 1. Supervising the preparation of the annual performance management form of direct reports in a suitable manner, approving plans within the specified timeframe, and ensuring that direct reports bear the responsibility for its implementation.
- 2. Establishing clear employee objectives through collaborative discussion, ensuring full alignment with strategic and operational plans, behavioural competencies, and individual development plans.
 - 3. Managing and completing the performance review cycle, ensuring employees and teams receive consistent, timely feedback, and recording individual contributions in full compliance with the federal government's performance management system requirements.
 - 4. Evaluating employee performance with objectivity and celebrating the achievements and goals they have achieved.
- Employee : 1. Prepare the annual performance management plan by defining key performance targets and their respective weights, and obtain formal agreement on these with the line manager.
- 2. Commit to proactively seeking feedback and guidance from the line manager, and engage in structured dialogue to align on work plans and their implementation approach.

- 3. Take initiative in identifying and pursuing development opportunities for the required behavioural competencies, in accordance with the federal government's employee training and development framework.
 - 4. Implement the agreed-upon performance management plans outlined in the annual performance management form with accuracy and integrity, with the aim of strengthening behavioural competencies and achieving key objectives.
 - 5. Actively participate in the continuous performance review and annual evaluation process by regularly updating achievement levels, meeting key performance targets, and providing relevant supporting evidence.
- Committee for Control and Balancing Calibration Committee : 1. Verify compliance with the mandatory quotas stipulated in this system.
- 2. Distribute the overall results of the evaluation of the entity's employees in a manner that does not exceed the quota specified in Appendix No. (4) attached to this policy.



Article 7 General Provisions

- 1. In the event of the absence of the direct supervisor, the individual acting in such capacity shall assume and perform the duties and responsibilities of the direct supervisor in accordance with the provisions of this Resolution.
- 2. The employee's performance objectives and key performance targets shall be reviewed, updated, and evaluated in the event of any change to the employee's grade or job duties, whether by transfer, secondment, or deputation, after the commencement of the evaluation cycle, in accordance with the procedures set out in this Policy, subject to the following:
 - a. Where such change occurs within the first three (3) months from the commencement of the evaluation year, the evaluation shall be based solely on the new position.
 - b. Where such change occurs after the first three (3) months from the commencement of the evaluation year, the employee's performance shall be evaluated on the basis of both the previous and current duties, and both the former and current direct supervisors shall participate in the employee's annual evaluation process.

3. In evaluating the performance of employees enlisted in national service, employees granted extended study leave, or employees granted leave for self-employment purposes, the employing entity may be guided by the evaluation results issued by the National Service and Reserve Authority in respect of the concerned employee, by the academic results of the employee on study leave, or by the outcomes of the relevant project works, or the employing entity may independently conduct the evaluation process for such category of employees. In all cases, the employee's performance rating shall not exceed Level (3) - "Meets Expectations" - or its equivalent.
4. Subject to the provisions of Clause (3) of this Article, performance results shall only be calculated for employees who are actively serving where their aggregate period of service during the evaluation year exceeds six (6) months, whether consecutive or non-consecutive. Employees whose active service period is less than six (6) months for an acceptable reason shall not undergo a performance evaluation and shall not be entitled to a regular allowance or any other entitlements, benefits, or consequential rights related to this system.
5. A performance document shall be established for a newly appointed employee during the probationary period in accordance with the system, and the employee's performance shall be evaluated at the end of such probationary period. Where the employee's professional competence is confirmed, the employee shall be formally appointed, and the employee's key performance targets shall be updated for the remainder of the year.
6. A federal entity may not amend the performance evaluation results of its employees for previous years, or after such results have been approved through the moderation and calibration process, with retrospective effect, except upon referral to the Federal Authority for Government Human Resources for consideration of the requests and submission of recommendations, as applicable.
7. The Authority may amend the forms related to employee performance evaluation or introduce new forms or mechanisms whenever necessary.
8. The Authority may take into consideration national initiatives launched at the State or Federal Government level within the objectives and controls of this system, and may issue guidelines clarifying the percentages, weightings, and calculation mechanisms relating to such initiatives, so that they may be incorporated within the employee performance evaluation elements for employees who have made positive contributions to such initiatives.
9. Employees whose performance evaluation results fall within Level (1) – Unacceptable – are considered to be within the underperformance range, and must have the approved procedures taken in accordance with what is explained in Appendix No. (4) attached to this policy.

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, according to the rewards and incentives table shown in Appendix No. (5) attached hereto, with the approved budget of the entity, and the final results are submitted to the head of the entity for approval.



Article 8 Repeal

Cabinet Resolution No. (35) of 2020 concerning the Performance Management System for Federal Government Employees, and any provision that contradicts or conflicts with the provisions of this resolution is hereby repealed.



Article 9 Publication and Implementation of the Policy

This Policy shall be published in the Official Gazette and shall come into effect as of the 1st of January 2026.

Mohammed bin Rashid Al Maktoum
Prime Minister

Issued by Us
Date: 13 Jumada al-Ula / 1447 AH
Corresponding to 4 November 2025 AD



Appendix No. 1

Weights for the Performance Management System Components for Federal Government Employees

Leadership positions	Objectives and Key Results - 80%
	Behavioural Competencies (Level 3) - 20%
Supervisory Positions, Experts, Consultants, Specialists and Special Grades, Grades (1 to 3)	Objectives and Key Results - 70%
	Behavioural Competencies (Level Two) - 20%
Technical and Administrative Jobs, Grades (4 to 7)	Objectives and Key Results - 60%
	Behavioural Competencies (Level 1) - 40%

Objectives and Key Results (OKRs)

A minimum of (3) OKRs and a maximum of (5) five	A minimum of (2) two key performance indicators (KPIs) and a maximum of (5) five for each OKR.	Derived from strategic and operational plans.
---	--	---

The Behavioural Competency Framework Based on 3 Pillars (The 3C Model)

Competencies	Capabilities	Work Culture Enablers
--------------	--------------	-----------------------

Appendix No. 2

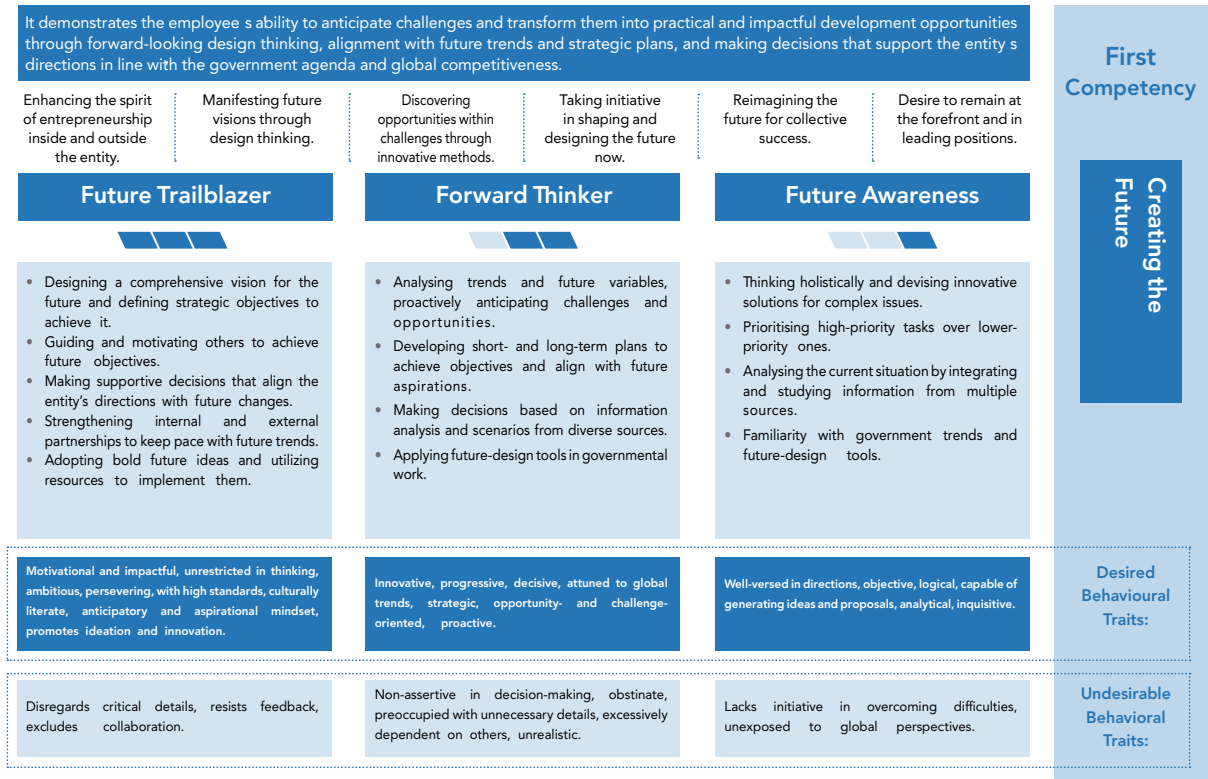
The General Framework Model for Behavioural Competencies consists of 3 main components, which are (Competencies, Capabilities, & Culture). It's depicted in the Figure below:

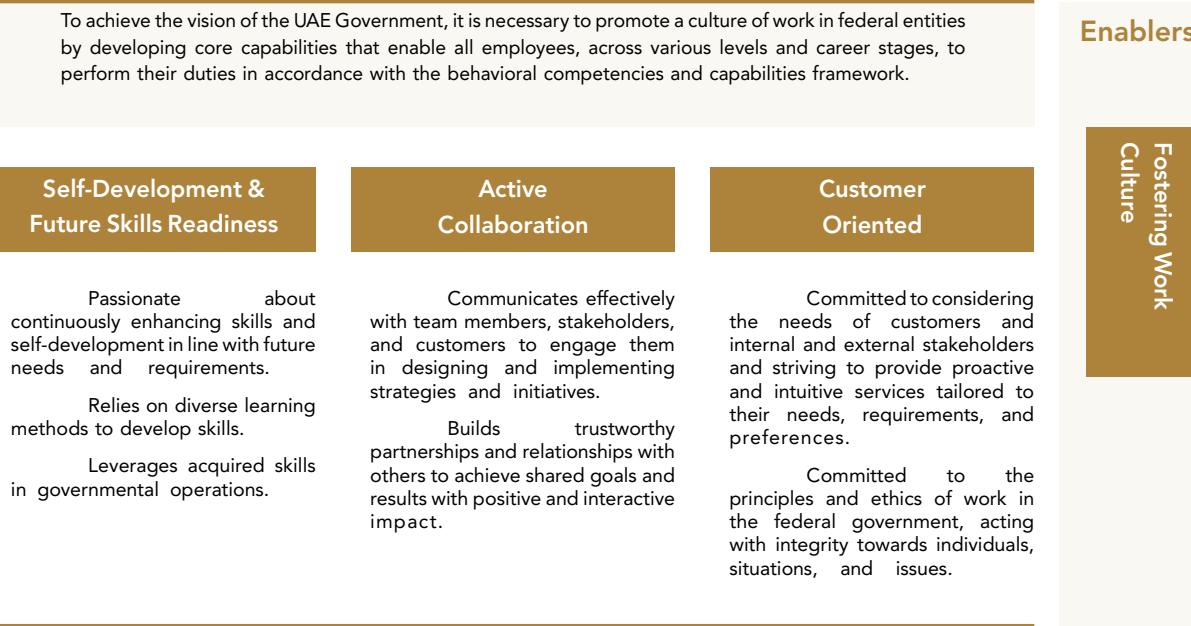
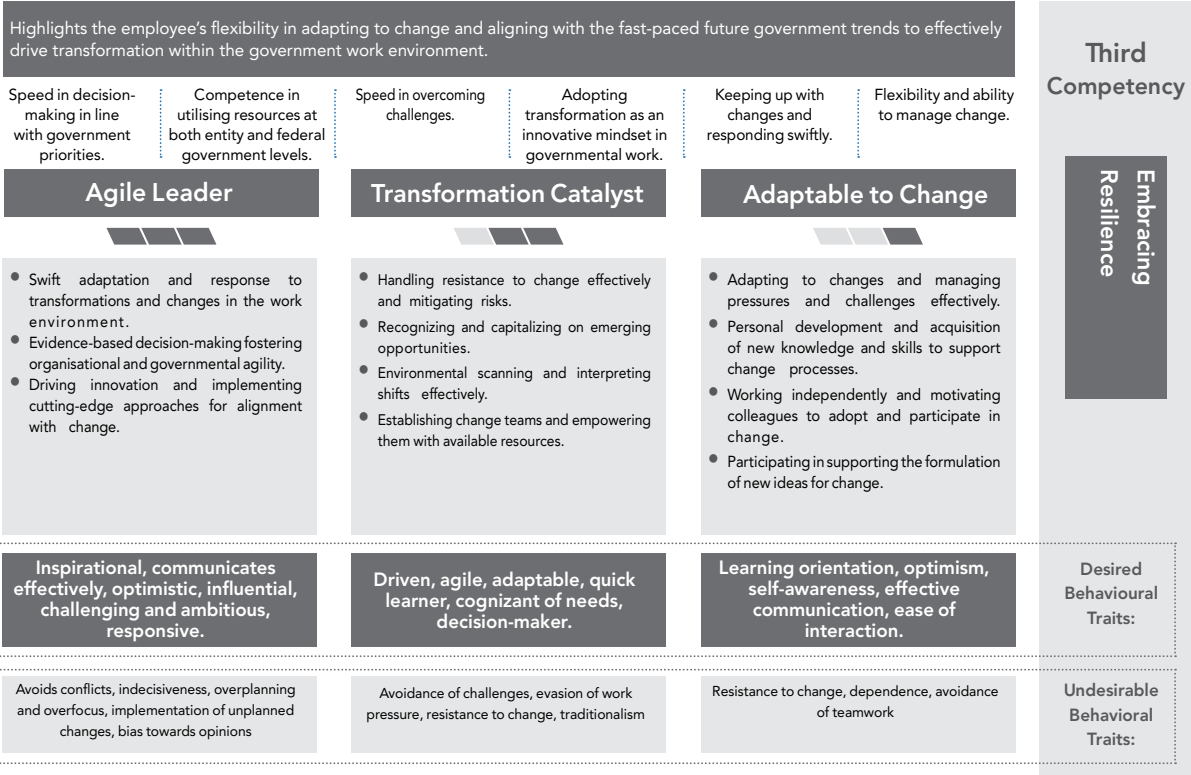


The capabilities are determined within the specified competencies according to the job grades, as illustrated in the figure below.

Distribution of Capabilities within the General Framework for Behavioural Competencies (3C Model)				
Levels of Application Across Job Grades	Embracing Resilience	Accelerating & Delivering Results	Creating Future	Fostering Culture
Leadership Positions Undersecretaries and Assistant Undersecretaries	Agile Leader 	Impact Driven 	Future Trailblazer 	Customer Focus Active Collaborator Self Development & Future Skills Readiness
Supervisory Positions, Experts, Consultants, and Specialists Special Grades, Grades (1 to 3)	Transformation Catalyst 	Outcome Stimulator 	Forward Thinker 	
Employment Level Grades (4 to 7)	Adaptable to Change 	Goal Achiever 	Future Awareness 	

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.





Appendix No. 3

Performance Evaluation Percentage Distribution at the Entity Level (Quota)

Level	Evaluation scale (achieved compared to target)	Evaluation result	Employee distribution ratio according to quota
Exceptional	More than 125%	5	From 0% to 5%*
Exceeding expectations	From 101% to 125%	4	From 0% to 15%*
Meets expectations	From 81% to 100%	3	From 60% to 80%
Below expectations	From 65% to 80%	2	From 0% to 15%
Unacceptable	Less than 65%	1	From 0% to 5%

* 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.

Appendix No. 4

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:

1. Issue a written warning to the employee to improve their performance within a period of three (3) months.
2. Prepare a performance improvement plan in cooperation with the line manager to help underperforming employees improve their performance.
3. 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.
4. If the employee's performance does not improve after the end of the two periods mentioned above, the employee's service may be terminated due to their occupational incompetence, in accordance with the provisions of the Decree-Law and its Executive Regulations.
5. 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.
6. If the employee's performance improves after the end of any of the two mentioned warning periods, coordination shall be made between the line 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.

Appendix No. 5

Rewards and Incentives Distribution Table*

Regular allowance	Eligibility for Promotions					Eligibility for annual bonus	Evaluation Levels		
Periodic bonuses are based on the salary scale and the results of the annual performance evaluation.	Fast track for government talent	Exceptional promotion	Job promotion	Exceptional financial allowance	Financial Promotion	Annual Bonus Value	Grade	Title	Level
Eligible	3 points if the employee achieves a performance evaluation level of 5 for two consecutive years	Two degrees	One degree	Up to a maximum of 20% of the basic salary	Up to a maximum of 10% of the total salary	Up to a maximum of 2 total salaries	More than 125%	exceptional	5
Eligible	Not Eligible	Not Eligible	One degree	Up to a maximum of 15% of the basic salary	Up to a maximum of 7% of the basic salary	Maximum of 1.5 gross salary	From 101% to 125%	Exceeding expectations	4
Eligible	Not Eligible	Not Eligible	Not Eligible	Not Eligible	Up to a maximum of 5% of the basic salary	Maximum of 1 gross salary	From 81% to 100%	Meets expectations	3
Eligible	Not Eligible	Not Eligible	Not Eligible	Not Eligible	Not Eligible	Not Eligible	From 65% to 80%	Below expectations	2
Not Eligible	Not Eligible	Not Eligible	Not Eligible	Not Eligible	Not Eligible	Not Eligible	Less than 65%	Unacceptable	1

*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.

