



Federal Authority for Government Human Resources

Guideline for Development and Review of Job Description and Evaluation of Federal Government Jobs



Guideline for Development and Review of Job Description and Evaluation of Federal Government Jobs

According to the Federal Government Policy for Job Description and Evaluation
adopted under the Cabinet Decree No.28 of 2013



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Chapter One

General Framework



First

Introduction

The government of the United Arab Emirates strives to be among the best countries in the world in 2021; through providing high quality and distinguished services to the customers, it has the task of managing government human resources, being the main driver in creating technical and administrative cadres as per the international standards, and within developing the right legislations and systems in addition to applying the best practices in the field of human resources. In activation of the role played by the Federal Authority for Government Human Resources in developing and advancing human resources in the Federal Government through the development of legislations, policies, systems and programs according to the best international practices, and the provision of all forms of support and backing to ministries and Federal Government entities to invest in their human resources and enhance them to realize their objectives and ensure the implementation of the strategy of the Government of the United Arab Emirates. Under the provisions of the Cabinet's Decree No. 28, of the year 2013, regarding the approval of Federal Government job evaluation and description system, the Authority took upon itself the development of the guideline document for the development and review of job description and the evaluation of Federal Government jobs as a practical tool relying on the approved system. Which is based on the best modern practices; where through the ministries and entities of the Federal Government will be capable of describing and evaluating their jobs in an optimal way, which will positively affect the competency and performance of the Federal Government sector.

The release of the first edition of the “Guideline for the Development and Review of Job Description and The Evaluation of Federal Government Jobs” is a continuation of the efforts exerted by the Authority in empowering human resources departments in federal ministries and entities, and supporting and backing up human resources specialists and practitioners in rendering and implementing the Federal Government human resources legislations and systems. Additionally, it establishes a culture focusing on the customers and enhancing government competency. The Guideline also represents an important reference for all those concerned with the matter. Throughout the Chapters and Segments hereof, the Guideline provides the basic processes and procedures followed in the field of developing and reviewing job description, job evaluation, the terms and conditions and mechanisms related to implementation, which the Federal Government has to adopt in order to realize its role in developing job descriptions and evaluation for jobs in the Federal Government.



Second

The Main Objectives of the Guideline

1. Issuing a unified guideline document with the aim of determining the main measures and operations associated with job description and evaluation in ministries / Federal Government entities in the United Arab Emirates.
2. Translating policies and measures into a clear guideline document according to the approved system "The Job Description and Evaluation System in the Federal Government", which sets a flexible framework, explains priorities, regulates the processes, coordinates measures and forms a benchmark for all activities related to the development and review of job description and job evaluation.
3. Determining the roles and responsibilities in the processes associated with the activities of developing and reviewing job descriptions and job evaluation on the level of federal ministries and entities.
4. Supporting ministries and Federal Government entities during the period of documenting, reviewing and updating their internal processes and systems related to developing and reviewing job descriptions and job evaluation.
5. Implementing the best practices within the field of developing and reviewing job descriptions and job evaluation.
6. Limiting the overlap and doubling of the roles and responsibilities of employees in divisions and departments in ministries and federal entities.
7. Raising the competency of human resources departments in ministries and Federal Government entities.

Third

Scope of Application

This Guideline applies for all current and future jobs in ministries and Federal Government entities subject to the provisions of the Law of Human Resources in the Federal Government.

Fourth

Guideline References and Resources



1. Policies and procedures herein are related to the Cabinet's Decree No.28 of 2013 regarding the approval of the Federal Government Job Evaluation and Description System.
2. Policies and procedures herein are related to the Human Resources Law of the Federal Government No. (11) of the year 2008 and the amendments and Executive Regulation thereof, as shown in the following table:

Legal Reference	Relevant Articles
The Human Resources Law of the Federal Government No. (11) of the year 2008 and amendments thereof.	Job budget (ART-7)
	Selection and appointment (Art-15)
	Performance management system (Art -30)
	Employee performance evaluation and rewards (Art -31)
	Transfer (Art 23 to 25)
	Commissioning (Art 26 to 28)
	Loaning (Art -29)
	Training and development (Art- 41 to 44)
	Promotions (Art - 26 / Art – 36 / Art-40)
The Executive Regulation of the HR Law in the Federal Government	Human Resources planning (Art-6)
	Job budget (Art- 6)
	Selection and appointment (Art- 17 / Art- 20/
	Performance Management System (Art-40)



	Transfer (Arts 33 / to 34)
	Commissioning (Art-35 to 37)
	Loaning (Art-38 to 39)
	Training and development (Art- 47to Art 49)
	Promotions (Art 42 / Art - 46 / Art - 7 / Art 35 / Art) 37/



Fifth

General Definitions stated in the Guideline

In the application of the provisions hereof, the following words and phrases shall have the meaning assigned thereto unless otherwise specified:

- **The Ministry:** Any ministry established in accordance with the provisions of Federal Law no. 1, of the year 1972, regarding ministries specializations and ministers' authorities and amending laws thereof or as per any other laws.
- **The Federal Entity:** Public federal authorities and entities
- **The Human Resources Law:** Federal Decree-law No. 11 of the year 2011 concerning human resources at the Federal Government and the amendments and executive regulation thereof.
- **The Authority:** The Federal Authority for Government Human Resources
- **The Minister:** The Top Official at the Ministry.
- **Senior Management:** Under-Secretary or assistant Under- Secretary and people of similar position.
- **Human Resources Department:** The administrative unit in charge of human resources in the Federal Authority.
- **Organizational Unit:** The administrative unit where under the job position affiliates in the organizational structure of the Ministry or the Federal Authority.
- **The Organizational Structure:** It is the frame which explains the administrative divisions or units that forms the Ministry / federal entity and setting job levels.
- **Job Evaluation and Description System:** It is the system approved by the Cabinet Decree No. 28 of the year 2013.
- **The job:** A group of tasks and duties determined by the concerned authority for the purposes of explaining the special roles included in the job, within the authority in accordance with the provisions of law.
- **Job Position:** Possible positions with job grades and titles that may arise from the approved job. They may be single or multiple in any of the federal authorities.
- **Job Family:** A group of jobs of close characteristics which form a chain of similar jobs with gradually rising levels of knowledge, skills and capabilities (Competencies). They allow advancement in the career path to which they belong.
- **Job Class:** A group of jobs that share specialization and type. They fall under a job belonging to an approved job family.
- **Job Evaluation:** It is determining the suitable grade for it in light of the job description and in accordance with the approved mechanisms of the evaluation and description system in the Federal Government.



- **Job Title:** It is the title indicating a specific role for the job that was evaluated at a certain level within the organizational structure of the authority.
- **Job Scope:** A group of jobs divided on a number of grades for one of the approved career paths, such that each would have a number of grades divided according to the job posts evolving thereof.
- **Career Path:** It is the line determining the job type and direction, whether leading, administrative or vocational/specialized. Every career path may have a group of job scopes that are interconnected to reflect the level of expertise and size of responsibility.
- **Job Analysis:** It is an organizational method to collect and analyze information necessary for the job and indicate the extent to which the job contributes in achieving the strategic and operational goals of the government entity.
- **Job Description:** It is a complete list of duties, tasks, responsibilities, skills, and qualifications required to fill the job and perform its duties in accordance with the job grade and title determined for it and the competency required to fill it.
- **Job Evaluation:** A systematic and standard procedure to determine the weight of the job in comparison with other similar jobs in the government by using an approved system to evaluate Federal Government jobs.
- **Job Grade:** The grade that is approved for the job after being evaluated based on the approved evaluation mechanism.
- **Federal Committee for Job Evaluation:** The Committee that is formed by a decision from the Chairman of the Federal Authority for Government Human Resources for the purpose of evaluating and approving jobs in government entities. The job evaluation and description system in the Federal Government defines the tasks and mechanism of the operation thereof.
- **Internal Jobs Evaluation Committee in Government Entity:** A committee formed on the level of every Federal Government entity, by the concerned minister, for the purpose of evaluating current, new and amended jobs within that federal entity. The job evaluation and description system in the Federal Government defines the tasks and mechanism of the operation thereof.



Sixth

Tasks and Responsibilities

	Responsibility	Tasks and Roles
1	Federal Authority for Government Human Resources	<p>Providing consulting support to Federal Government entities during the implementation phase.</p> <p>Supervise the training of evaluation committees in government entities on the job evaluation mechanism</p> <p>Form the federal committee for the evaluation of government jobs.</p> <p>Confirm the formation of internal jobs evaluation committees in federal entities.</p> <p>Receive annual statistical reports from all government entities, concerning the effectiveness level of the system in accordance with the indicators set by the Authority.</p> <p>Developing a plan for the interim implementation of the system including the time frame required to conclude the evaluation of all jobs in the Federal Government.</p>
2	Senior Management in the Federal Entity	<p>Support the internal evaluation committee at the entity to perform its tasks properly.</p> <p>Create an interactive environment with the participation of Line Managers during the job analysis stage.</p>
3	Human Resources Departments in Federal Government Entities	<p>Supporting and backing up the internal evaluation committee.</p> <p>Collecting information related to the job and documenting a prior preliminary list of responsibilities, capabilities, competencies and requirements for the job.</p> <p>Informing Line Managers of the development and reviewing of job description in accordance with the content of the provisions of the approved system.</p> <p>Communicating with the Authority for the sake of explaining any obstacles or</p>



		difficulties that may hinder the proper implementation of the stages of developing and reviewing job descriptions according to the approved system.
		Examining job components.
4	Line Managers	Collecting information related to responsibilities, capabilities and experiences required to occupy the job.
		understanding the nature of all jobs under the supervision of the Line Manager.
		Providing necessary inputs during the processes of job analysis and evaluation, and participating in those operations in accordance with mechanisms set in this system.
5	Federal Committee for Job Evaluation	Backing and supporting internal evaluation committees in Federal Government entities in order to guarantee proper implementation of the process of job description and evaluation in Federal Government entities.
		Approving the results of evaluating the jobs that were evaluated by the internal evaluation committees in federal entities.
		Providing the Federal Authority for Government Human Resources with job descriptions, titles and families for all jobs in government entities in a regular and updated manner.
		Approving job descriptions, titles and families for new, current and amended jobs.
		Periodic revision of reference level tables and submitting recommendations for amendments whenever there is a need for that.
		Developing periodical reports on the number of new and amended jobs in the Federal Government.
		Reviewing job description for jobs required to be evaluated.
		Evaluating all jobs at the concerned federal entity and ensuring job consistency



6	Internal job Evaluation Committee in the Federal Government entity	with the grade scale within a set time frame to be agreed with the Authority.
		Ensuring the classification of the job in a logical, transparent and fair way the determiners the responsibilities of the job.
		Abiding by the systems and decisions issued by the federal committee for job evaluation or by the Federal Authority for Government Human Resources in relation to job evaluation.
		Prepare the annual reports on the number of jobs evaluated and re-evaluate them at the federal entity and demonstrating the amendments introduced thereto.
		Communicating with the Federal Committee for Job Evaluation continuously.
7	The concerned employees at the ministry or the Federal Government entity	Suggesting new job titles and descriptions and job families and presenting them to the federal committee for job evaluation to approve them.
		Identifying all rights and duties stated in policies and procedures for the development and review of job descriptions and evaluating jobs, in addition to subsequently followed procedures.



Chapter 2

Development and Review of Job Descriptions



First:

Introduction

Job description is one of the most important substrates of HR systems therefore all corporations keen on developing job descriptions by a scientific systematic method guarantees focusing on employee's role and tasks entitled to him/her within a supportive work environment without prejudice to the approved frameworks and the functional role.

One of the most important processes in job needs planning is job description's development and review and allocating budgets for that purpose to help the Ministry/ Federal Government entity to ideally invest in the available human resources.

Reviewing job description is to be done in case of adding new tasks to the functional role, changing the role tasks/nature or in case of dismantling or merging functional roles resulting from amendments in the organizational structure of the Ministry/ Federal Government entity or departments thereof.

Ministries/ Federal Government entities shall prepare job descriptions for new jobs after being adopted in its budget including updating and reviewing job descriptions whenever necessary.

In this chapter, we are going to explain procedures to be followed in job description process in Ministries/federal entities and the mechanism of implementation.



Second

Job description objectives:

1. Dividing and distributing the general objectives of the Ministry/ Federal Government entity into tasks and responsibilities to be achieved by individual jobs in a manner shows direction and performance requirements besides understanding and weighing the contribution of a certain job in achieving objectives of the ministry/ Federal Government entity.
2. Clear determination of responsibilities and duties of each role in the Ministry/ Federal Government entity according to a unified methodology contributes in performance promotion, work organization, career path clarification and decreasing conflicts of duties and tasks among incumbents; consequently, managing expectations and contributing in raising employee's abilities.
3. Supporting the Ministry/ Federal Government entity in understanding and covering HR needs to facilitate work implementation, plans and programs to ensure spending optimally.
4. Facilitating understanding key responsibilities of employees and candidates to promote work implementation and tasks according to required criteria.
5. Contributing in customizing promotion and transfer bases according to organizational structure of the Ministry/ Federal Government entity based on current job requirements and intended job of transfer or promotion. It also contributes in HR planning and development.
6. Supporting effective attraction for calibers by which we select and compare among candidates.
7. Unifying job titles on the level of ministries and federal entities subjected to HR law and the implementing code thereof.

Third

Purpose of the development of Job description

Job description is needed when the ministry/ Federal Government entity introduces a new role (which necessitates setting a new job description) or when there is a change in the current role requires add/change/omit some of the tasks and job responsibilities previously



specified and evaluated (which necessitates amending an existing job description) as shown below:

- **Issuing a new job description:**

Represented in procedures related to job description development for the new and approved jobs within the budget and organizational structures of the Ministry/ Federal Government entity by several steps: development, review, evaluation and final approval where new positions are added to the organizational unit bearing in mind that a position consists of two main elements: job belonged to and organizational unit followed.

- **Revision of an existing job description:**

Reviewing the approved job description and adding necessary amendments to separate, merge or change job tasks and responsibilities whether by increase or decrease based on restructuring or passing an administrative decision to create a new functional role.

Fourth

The most important conditions in developing/reviewing job description:

1. Focusing on the main tasks, responsibilities and objectives of the role and job requirements (in terms of achievement priorities) within the current needs of the ministry/ Federal Government entity and its long-term objectives regardless the “incumbent”.
2. Considering the actuality of tasks and responsibilities mentioned in the job description within the required role.
3. Determining the minimum required qualifications of the role in addition to any other additional qualifications.
4. Determining required calibers for a certain job in consistency with performance management system of Federal Government employees.
5. Mentioning necessary specialized/technical skills necessary for performing the role optimally.
6. Writing tasks and duties in verbal phrases to facilitate evaluation, accuracy and to avoid generality.
7. Using accurate phrases with clear wording.
8. An existing job description shall be amended by an official request with surrounding reasons.
9. No job description may be amended before one year from the date of its signing off, besides the commitment to update job descriptions one time every 3 to 5 years.



Fifth

Job description's development/reviewing phases

First phase

Job analysis

The stage prior to job description development/reviewing, it depends on a deep study of a job, tasks and duties involved by gathering all information related thereto to provide all information necessary for developing job description card. To this end, the HR Department in any government entity prepares job analysis process in co-operation with Line Managers and departments' heads concerned. It's necessary to raise their awareness of the importance of job analysis phase and its benefit for both employee and entity if applied properly according to what will be explained later herein regarding the procedures and mechanisms followed.

Jon Analysis Mechanism

The role of HR department in cooperation with Line Managers and departments' heads is to gather all information related to the job using the following mechanism:

1. The above-mentioned departments prepare and fill questionnaire of job analysis using the job analysis questionnaire form attached herein.
2. The HR department conducts interviews with the concerned organizational units' managers to complete the data required.
3. Concerned departments study the main components and elements of the job focusing on main parts and verify the validity of information comparing them with other similar job data.
4. The Line Manager prepares reports of the main components and elements of the job and presents the same to the HR department for reviewing.
5. The HR department analyzes information and records the analysis results according to above-mentioned mechanism then presents them to the Line Manager to be reviewed and adding necessary amendments.
6. HR Department prepares the necessary job description cards.

Second Phase

Preparing Job Description Card :



After finishing all phases of job analysis, gathering all information and analyzing job questionnaire results, we start to issue job description card: it's a document mentions tasks, general roles and responsibilities of the job according to the approved model of jobs evaluation and description attached herewith.

How to prepare a job description card?

1. The concerned HR team prepares a job description draft according to the gathered information in job analysis phase using the provisions showed in the approved model attached to the system and guideline in order to be reviewed by the Line Manager and Department Head.
2. The concerned HR employee fills job analysis data on the form approved for a job description card.
3. The HR manager follows up and reviews the job description cards for all the posts within a federal entity.
4. The concerned department's manager and HR manager sign job description cards then the same shall be referred to the concerned Undersecretary of (or an official of a similar position) for initial approval.

(The above-mentioned information is clarified within the required steps of developing / amending job descriptions in the Eighth provision – Chapter Two hereof.)

Sixth

1. Job description contents

The HR departments should abide by filling provisions mentioned in the approved form attached with the system and Guideline.

Elements of Job description card:

As follows:

- **Job title**

refers to a certain role in job evaluated on a certain level in the organizational structure of the Ministry/ Federal Government entity such as: Chairman, Agronomist, Accountant, Secretary etc.

- **Job code**



a unified number set by Human Resources' Information Management System "Bayanati" for each job approved in Federal Government to facilitate dealing with job families and categories according to tracks shown in the system approved for job description and evaluation.

Explanatory Example

The job code of "specialist" position is "xx xx xxxxxxxx" divided as follows:

Job family	First code	Job category	Second code	Job title	Third code
HR	xx	Supervisory	xx	Specialist	xxxxxxxx

- Job category**

A group of jobs with the same major and type lies under one job within an approved job family.

Example for a job category for the following job titles:

Job title	Job category
Senior Admin	Operation
Executive Secretary	Administrative Support
Department Manager	Executive Administration

- Job grade**

A grade approved for the job in the Ministry/Federal Government entity after evaluation according to the approved mechanism thereof and the same shall be specified according to the attached table No. 3 regarding linking referential level with job grade.

Example: job grade of "Department Manager" position could be ranged between special grades (A) and (B).

- Line Manager**

The person who is directly in charge of supervising the tasks entitled to an incumbent specified in the approved organizational structure of the Ministry/ Federal Government entity.



Example: the Line Manager of “Head of Employees Relationship Division” is HR Manager.

- **Department**

The organizational unit in the approved organizational structure of the Ministry/federal entity; the level whereof may not be amended except by a Cabinet Decree.

Example: IT department – HR department – Financial Affairs Etc.

- **Career path**

The line specifying job type and direction whether a leading, administrative or professional/specialized job. Each path has a group of functional frameworks interrelated to reflect the level of experience and amount of responsibility.

Example: career path of a “physician” is the specialized path unless otherwise getting another position such as “Hospital Manager” or “Medical Area Manager; there it will be a leading path.

2. General Objective of a Job

A general brief of the main role of the job regardless the tasks and responsibilities details of the incumbent.

Example: the general objective of “HR Planning Department Manager” is to supervise and ensure availability of qualified human resources and necessary skills in government entities and distribute the same strategically on all functional levels and categories.

3. Job dimensions

Represented in the following:

a- Number of personnel affiliated administratively to the incumbent (direct/indirect) if any, and determining job title for each one of them.

Example: The Financial Affairs Manager is administratively affiliated by the Head of Revenues and Head of Expenses directly, and affiliated indirectly by four employees who affiliate another Line Managers reporting to the Department Director: Senior Accountant, Main Accountant, Financial Procedures Executive and Auditor.

b- Financial Powers: one of the benefits designed to the job regulated by regulatory financial decisions and legislations by which the incumbent is authorized to pay funds within specified financial limits (if any).



4. Main responsibilities

Represented in the following:

1. Key tasks

Related directly to the functional role of the incumbent as the first responsible thereof: administrative, executive and supervisory tasks; detailed tasks show the difficulty level of the role and the amount of subsequent responsibility.

Example: the main tasks of “Networks Support Executive” are:

- Development of Software and operation systems.
- Periodic maintenance of networks.
- Dealing with emergency to ensure work safety.
- Ensuring network security.
- Maintenance, update and development of the work entity’s website.

2. Role KPIs:

Including the most important and general key indicators of the role (if any) by which we can evaluate performance level of the incumbent of the main responsibilities related thereto. These indicators can be measured in numbers or percentage.

Example: performance indicators of “HR Expert” are:

- Accuracy of the reports and statistics submitted.
- Number of projects assigned and achieved according to the approved implemented plan.
- Number of applicable achieved projects according to the approved plan.
- Percentage of applicable developmental initiatives to the total proposed initiatives.

5. Qualifications

The minimum group of knowledge, academic and professional certificates and practical trainings necessary for the job.

Example: BSC/Master/PhD certificates in any fields whether (admin, technical, Eng, medical... etc.) or equivalent from the approved university.

6. Experience

The minimum previous work years related and required to the current job.



Example: experience required for “Budget Department Head” from 4 to 6 years in accounting and budget development.

7. Technical (specialized) and behavioral Competency

a- Technical (specialized) Competencies:

specialized abilities designed for roles and jobs in the job families including technical knowledge required for the job and resulted in effective performance (and the incumbent shall have) such as: ability to use certain software like java or knowledge skills in specialized fields like financial analysis ... etc.

b- Behavioral Competency:

explained in detail in the general framework of behavioral Competency in the Federal Government including the following:

1. Leadership Competency: (strategic thinking, developing/empowering staff, change leadership).
2. Basic Competencies: including six Competencies (accountability, effective resources management, focus on results, focus on customer service, communication skills, and teamwork).

(For more information, kindly refer to the General framework of behavioral competencies in the Federal Government)

8. Skills:

personal abilities which should be exist in the incumbent such as: accounting skills, computer skills, language skills ... etc.

9. Documenting procedures related to developing, reviewing and approving the job description card and relevant persons.

10. Job description record approved by concerned employee and Line Manager:

Including incumbent signature and his/her Line Manager for certifying incumbent role and tasks entitled to him/her.

Seventh

Job Description Card Form



(Approved form in jobs evaluation and description system in Federal Government)

1. Tasks details:

Job Title	
Job Code	
Job Category	
Job Grade	
Line Manager	
Department	
Career path	

2. General objective of the job

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3. Job dimensions

Number of employees whom administratively follow the incumbent	Direct:	Financial powers
	Indirect:	

4. Main Responsibilities

Main responsibilities	KPIs
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5. Qualifications

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6. Experience

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7. Technical/Behavioral Competencies

Competency	Competency level

8. Skills

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9. Procedures approval

Development (direct executive)	Date:
Review (direct executive)	Date:
Approval (executive manager) if necessary:	Date:



<p>Signature:</p> <p>.....</p> <p>HR Manager</p> <p>Signature</p> <p>.....</p>	<p>Date</p> <p>.....</p> <p>Date</p> <p>.....</p>
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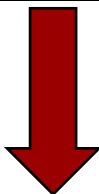


Eighth

Procedures and implementation mechanism of job description development / reviewing

As a preparatory phase, the ministry/ Federal Government entity should make sure of availability of necessary infrastructure to apply the approved procedures and mechanisms for job description development represented as follows:

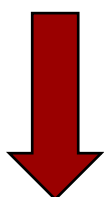
First Step	Issuing Cabinet Decree to form a federal committee for job evaluation in the Federal Government; the tasks whereof are specified in the approved system of jobs evaluation and description in the Federal Government according to Cabinet Decree No. (28) Of 2013.	Responsibility Head of Federal Authority for Government Human Resources (FAHR)
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Second step	Issuing an internal circulation to form an internal committee to evaluate job descriptions in the Ministry/Federal Government entity; the tasks whereof are specified in the approved system of jobs evaluation and description in the Federal Government	Responsibility
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	according to cabinet decree No. (28) Of year 2013.	General Manager of the Federal Authority for Human Resources (FAHR)
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Third Step	Issuing an internal circulation/administrative decision to start launching job the descriptions development project according to the approved system of jobs evaluation and description on ministry's /federal entity level	Responsibility
		Senior Management in the Ministry/Federal Entity



Fourth Step	issuing a decision to form an internal HR specialist teamwork to prepare/review/update job descriptions on the ministry's /federal entity level.	Responsibility
		Senior management of the ministry/Federal Government entity





Fifth Step	Making sure that the internal teamwork, formed in the Ministry or Federal Government entity, abide by attending job analysis training courses of job analysis and description that are organized by the Federal Authority for Government Human Resources (FAHR)	Responsibility
		Senior Management of the Ministry/Federal Government entity



Sixth Step	Collecting Jobs and titles in the ministry/Federal Government entity and document and analyze the current status.	Responsibility
		HR competent teamwork



Seventh Step		Responsibility
	Holding internal introductory workshops in the ministry or Federal Government entity on job description showing its importance and target.	HR competent teamwork



Eighth Step		Responsibility
	The qualified teamwork in cooperation with organizational units' heads in the ministry/Federal Government entity shall prepare standard models of job description cards and ensure its effectiveness.	HR competent teamwork



Procedures and implementation mechanism:

Below the most important steps of the procedures required the management of job description development/amendment.

Development of new job description

s	Procedure Steps	Organizational unit responsible for procedure's implementation	Who will implement in the organizational unit
1	Distributing job analysis questionnaire, gathering all information related to the job, developing priorities menu of responsibilities, abilities, prerequisites of the job and conducting interviews with the concerned organizational units' Heads to complete required data.	HR department/concerned section	HR competent employee/Line Manager/ Department's Head concerned
2	Developing job description draft according to the approved form attached to the system and guideline in order to be reviewed by the Line Manager or Department Head.	HR department/concerned section	HR competent employee/direct manager/ department's head concerned
3	Reviewing job description draft and taking notes whenever necessary.	Concerned department	Line Manager/ department's head concerned
4	Discussing the amended copy of job description draft according to the approved model with the Line Manager	HR department/concerned section	HR competent employee



5	Developing and developing job description according to the approved model attached to the system and guideline following the approval of Line Manager.	HR department/concerned section	HR competent employee
6	Signing job descriptions by the concerned Department's Head and HR manager then making initial approval by the concerned Assistant Undersecretary (or equivalent).	HR department/concerned section	Concerned Department Head/ HR manager/ concerned Assistant Undersecretary (or equivalent).

Revision of existing job description

s	Procedure Steps	Organizational unit responsible for the procedure	Who will implement in the organizational unit
1	Receiving job description amendment request accompanied with amendment reasons.	HR Department	HR competent employee
2	Amendment request approval.	HR Department	HR Manager
3	Starting amendment process, and introducing the preliminary amendments then holding a meeting with the Line Manager and discussing types of	HR Department/ Concerned section	HR competent employee/Line Manager



	amendments required.		
4	Reviewing job description draft and taking notes whenever necessary.	Concerned department	Line Manager/ Department's Head concerned
5	Discussing the amended job description draft copy according to the approved model with the Line Manager.	HR department/concerned section	HR competent employee/Line Manager
6	preparing and developing the amended job description copy according to the approved model attached the system and guideline following the consent of the Line Manager.	HR department/concerned section	HR competent employee/Line Manager
7	Signing job descriptions by the concerned Department Head and HR manager then making initial approval by the concerned Assistant Undersecretary (or equivalent).	HR department/concerned section	concerned Department's Head / HR manager/ concerned Assistant Undersecretary (or equivalent).

Ninth

Procedure Workflow

Preparing new job description



HR Department + Department concerned	Beginning →	distributing job analysis questionnaire, , collecting all information related to the job, preparing priorities menu of responsibilities, abilities and job prerequisites and conducting interviews competent organizational units' heads to complete required data.		Developing job description draft according to the approved form attached to the system and guideline in order to be reviewed by the Line Manager or Department Head.	
		HR competent employees/ Line Manager/Head of the Department concerned	1.1	HR competent employees/ Line Manager/Head of the Department concerned	1.2
Department concerned					Reviewing job description draft and recording notes as necessarily
					Line Manager/Head of the Department concerned
					1.3

Discussing the amended copy of job	Redeveloping job description draft	Signing job descriptions by the competent
------------------------------------	------------------------------------	---



description draft according to the approved model with the Line Manager		according to the model approved and attached with the system and the guideline after the manager's approval		Department Head and HR Manager then initial approval by the competent Assistant Undersecretary (or equivalent)	
HR competent employees/ Line Manager	1.4	HR competent employees/ Line Manager	1.5	competent Department Head /HR Manager competent Assistant Undersecretary (or equivalent)	1.6

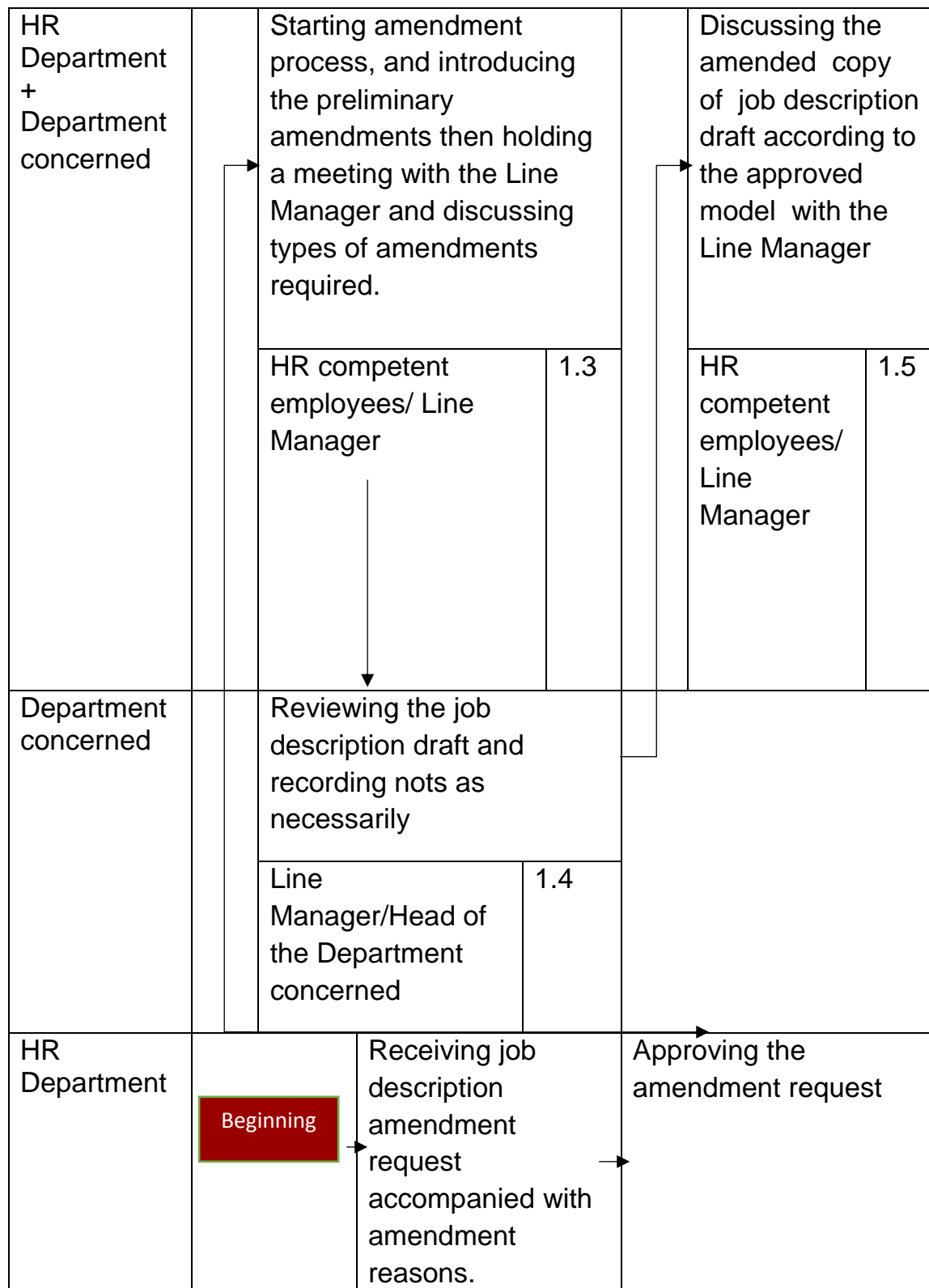
END

Workflow keys

Wide Paths	refer to competent departments
Squares	refer to processes within a certain Procedure
Figures in squares	refer to the sequence of the steps
To read the workflow; Start for "Beginning" and follow the step sequence as per the sequence of numbers below each square	



Revision of an existing job description





		HR competent employee	1.1	HR Manager	1.2
--	--	-----------------------------	-----	---------------	-----

→	Redeveloping job description according to the model approved and attached with the system and the guideline after the manager's approval		→	Signing job descriptions by the concerned Department's Head and HR manager then making initial approval by the concerned Assistant Undersecretary (or equivalent).			
	HR competent employee / Line Manager	1.6		concerned Department's Head / HR manager/ concerned Assistant Undersecretary (or equivalent).	1.7		

END

Workflow keys

Wide Paths	refer to competent departments
Squares	refer to processes within a certain Procedure
Figures in squares	refer to the sequence of the steps



To read the workflow; Start for “Beginning” and follow the step sequence as per the sequence of numbers below each square

CHAPTER THREE

JOB EVALUATION



First

Introduction

The process of job evaluation is one of the most important processes of Human Resources Department, perhaps the most accurate thereof; as it is directly connected with defining the job degree of roles which consequently affects the possibility of attracting the competencies, reducing the operational costs and increasing the revenue.

Accordingly, the government of the United Arab Emirates has given special attention to development of a system for job evaluation and description in the Federal Government whereof a Cabinet Resolution No. (28) of 2013 on job evaluation and description system in the Federal Government has been approved.

The most important pillars of the approved system include:

1. Developing a unified job evaluation system for ministries and Federal Government entities to be applied to all jobs and roles therein.
2. The approved job evaluation system defined a certain number of clear and accurate criteria to be applied in each job evaluation process without exceptions such as defining the scope of responsibility, knowledge, etc.
3. Job evaluation was based only on evaluating the post regardless the incumbent.
4. The formation of committees to evaluate jobs through an internal committee in the ministry / the Federal Government entity and a federal committee to ensure the effectiveness of the process, which has been explained in Chapter Three hereof.
5. Documentation of the results official evaluation/approval procedures to ensure compliance with the system approved.

Second:

Goals of Job Evaluation Process

1. Using a systematic and specific methodology for job evaluation process, so as to ensure the achievement of justice and harmony among them at the level of the Federal Government.
2. Unification of the principles related to jobs and job development.
3. Support the procedures and processes of Human Resources Department in the federal ministries and authorities.



From this point of view, the Federal Authority for Government Human Resources was keen to prepare a Guideline for the system approved for job evaluation and description in the Federal Government wherefrom procedures of job evaluation process in ministries / Federal Government entities and the mechanism of implementation in accordance with the system adopted will be discussed.

Third:

Job Evaluation Stages

After the completion of job analysis stage and the development of job description card which was explained in detail in Chapter Two hereof, the job evaluation stage which relies on a systematic and standard procedure begins to determine the weight of the job compared with the other similar jobs in the government, using an adopted system for job evaluation in the Federal Government.

The Federal Committee for job evaluation and the Internal Committee for job evaluation in the federal entity play a key role in the process of job evaluation; below is the mechanism of committees' formation and the most important tasks assigned thereto.



Fourth:

Committees and Mechanism of Formation

The Committee	Committee headquarters	Mechanism of Committee Formation	The committee Duties and competencies	The Committee Meetings	The Committee Decisions
The Federal Committee for Job Evaluation	the Federal Authority for Government Human Resources	Formed by a decision of the Chairman of the FAHR presided by the General Manager of FAHR and its membership includes a number of members defined by the decision of formation. The Committee may seek the assistance of the experienced people whether from the Federal Government or from outside provided	<ol style="list-style-type: none"> 1. Supporting the internal evaluation committees in the Federal Government entities to ensure the sound implementation of job evaluation and description process in the Federal Government authorities. 2. Approval of job evaluation results evaluated by the Internal Evaluation Committees in the federal entities. 3. Providing FHAR with the job descriptions, titles and families for all jobs in the governmental bodies periodically and up to date. 	The committee meeting is to be held upon a call from its Chairman in the place and time specified by the same. The committee may hold extraordinary meetings whenever needed.	The Committee's reasoned decisions shall be passed by the majority of its attended members provided that the Chairman or his/ her Deputy shall attend. In case of tie, the president has cast vote.



		that they may not vote in the Committee.	<ol style="list-style-type: none"> 4. Approval of job descriptions, titles and families for the new jobs and the updated list 5. Periodic revision of reference levels schedule and submitting amendment recommendations if needed. 6. Preparing periodic reports on new and reviewed jobs in the Federal Government. 		
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The Committee	Committee headquarters	Mechanism of Committee Formation	The committee Duties and competencies	The Committee Meetings	The Committee Decisions
Internal Job Evaluation Committee in the Federal Government entity	The Concerned Ministry/ Federal Government entity	Formed at each federal government entity by a decision of the Minister concerned or equivalent, presided by the Undersecretary or equivalent, its	<ol style="list-style-type: none"> 1. Revision of job description for jobs required to be evaluated 2. Evaluation of all jobs in the concerned federal entity and 	The committee meeting is to be held upon a call from its Chairman. The committee may hold extraordinary meetings	The Committee's decisions shall be passed by the majority subject to mention the reasons. In case of



		<p>membership includes a number of members. The Committee may seek the assistance of the concerned people deemed suitable whether from the entity or outside provided that it may not vote therein.</p>	<p>ensuring the consistency of the jobs with Job grades</p> <p>3. Ensuring the classification of jobs in a logic, transparent and fair manner defining the responsibilities of each job.</p> <p>4. Compliance with the regulations and resolutions passed by the federal committee for job evaluation, or by FHAR regarding job evaluation.</p> <p>5. Preparing annual reports on number of jobs evaluated and reevaluate the same in the federal entity and showing the</p>	<p>whenever needed.</p>	<p>tie, the president has cast vote.</p>
--	--	---	--	-------------------------	--



			<p>amendments introduced thereto.</p> <p>6. Contacting the federal committee for job evaluation continuously.</p> <p>7. Suggesting new job titles, descriptions and families and submitting them to the federal committee for government job evaluation for approval.</p>		
--	--	--	---	--	--



Fifth:

Job Classification Basis

Before starting the job evaluation procedures, the internal job evaluation committee in the Federal Government entity will classify the job within a job family, job category and career path and obtain the relevant approvals thereof by the Federal Committee for job evaluation.

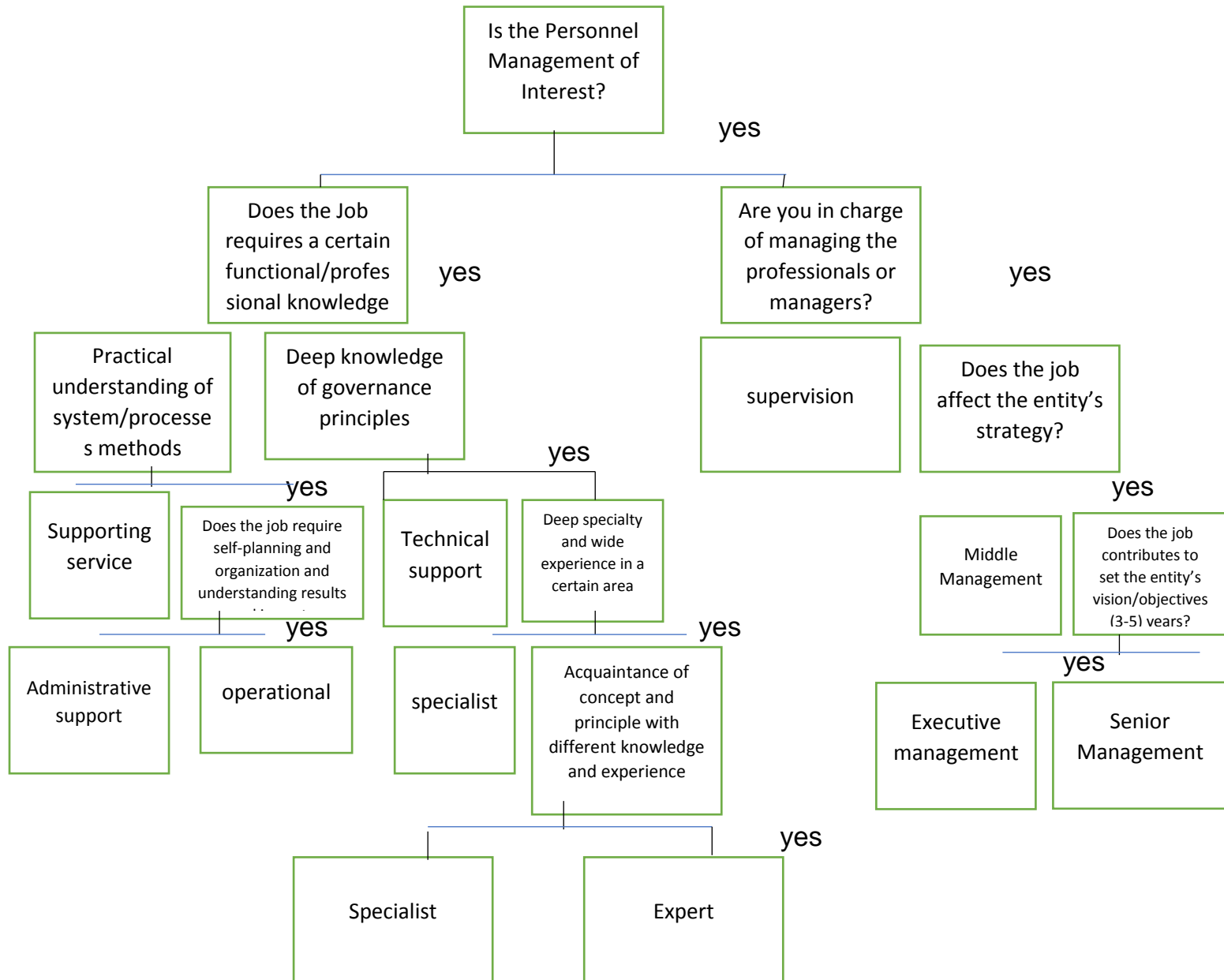
To meet the correct classification for the job, so as to be within the correct job family, job families must be identified on the basis of distinct and independent job or occupational groups, conditioned that every job family shall include several job categories, so each job must be inserted under the “correct” job Family and job category as well as under the “correct” career path.

To facilitate the job classification within consistent job families, the job families shown below, specified in the system of job evaluation and description, have been approved as the basis for jobs classification:

The Job Families according to the system approved for Job evaluation and Description in the Federal Government are:	
1. Education	11. Engineering
2. Health (Medical jobs and Medical Support)	12. Culture, Arts and Literature
3. Media	13. Quality and Statistics
4. Environment and Safety	14. Public Relations
5. Agriculture	15. Program/Project Management.
6. Natural Sciences (Physics, Chemistry, Geology, etc..)	16. Backing Support Services.
7. Legal/ Judicial	17. Human Resources
8. Political/ Diplomatic	18. Economy and Finance
9. Religious	19. Auditing and Control
10. Social Care	20. Information Technology
* Knowing that number of job families may be increased in the future according to the need of new specialties.	



To define the suitable job category according to the job family for each category, the steps shown in the following figure No. (1) must be followed:



in Figure (1) it is clear that jobs are classified within job families on the basis of the professional or functional field, and also as a criterion whereupon jobs are specified. So, each job has characteristics that distinguish it from others that must be taken into account when classifying any job within its correct category, by



referring to appendix No. (a) Attached to the system approved for job evaluation and descriptions and in this guideline wherein the characteristics of the general job categories and titles are specified.

And after the approval of job classification by the Federal Committee for job evaluation process, the proposed grade is inserted in accordance with the schedule of Federal Government grades and payroll, job category and job titles within the approved schedule No. (3) on how to connect the referential level to job grade attached with the system of job evaluation and description and herewith; to be referred to during the process of job evaluation.

It is worth mentioning that job classification may not deviate from the three approved career paths under the system of job evaluation and description in the Federal Government, namely:

1. Leadership
2. Administrative
3. Professional / Specialized

The federal entity shall determine the path of the approved job according to the proper classification matching one of the paths mentioned above and accordingly the career path for the employee is determined since the beginning. In this aspect, it is indicated that the employee can be graded on the same path, or move to another path through transfer method if he/she fulfills the conditions of the job transferred to. The employee can also move to a higher level by promotion method provided fulfillment of prescribed conditions under the provisions of the law of human resources, amendments, executive regulations thereof and related laws.

The following figure shows the three career paths leadership, administrative, and professional and job categories to which each approved job in the Federal Government should belong:

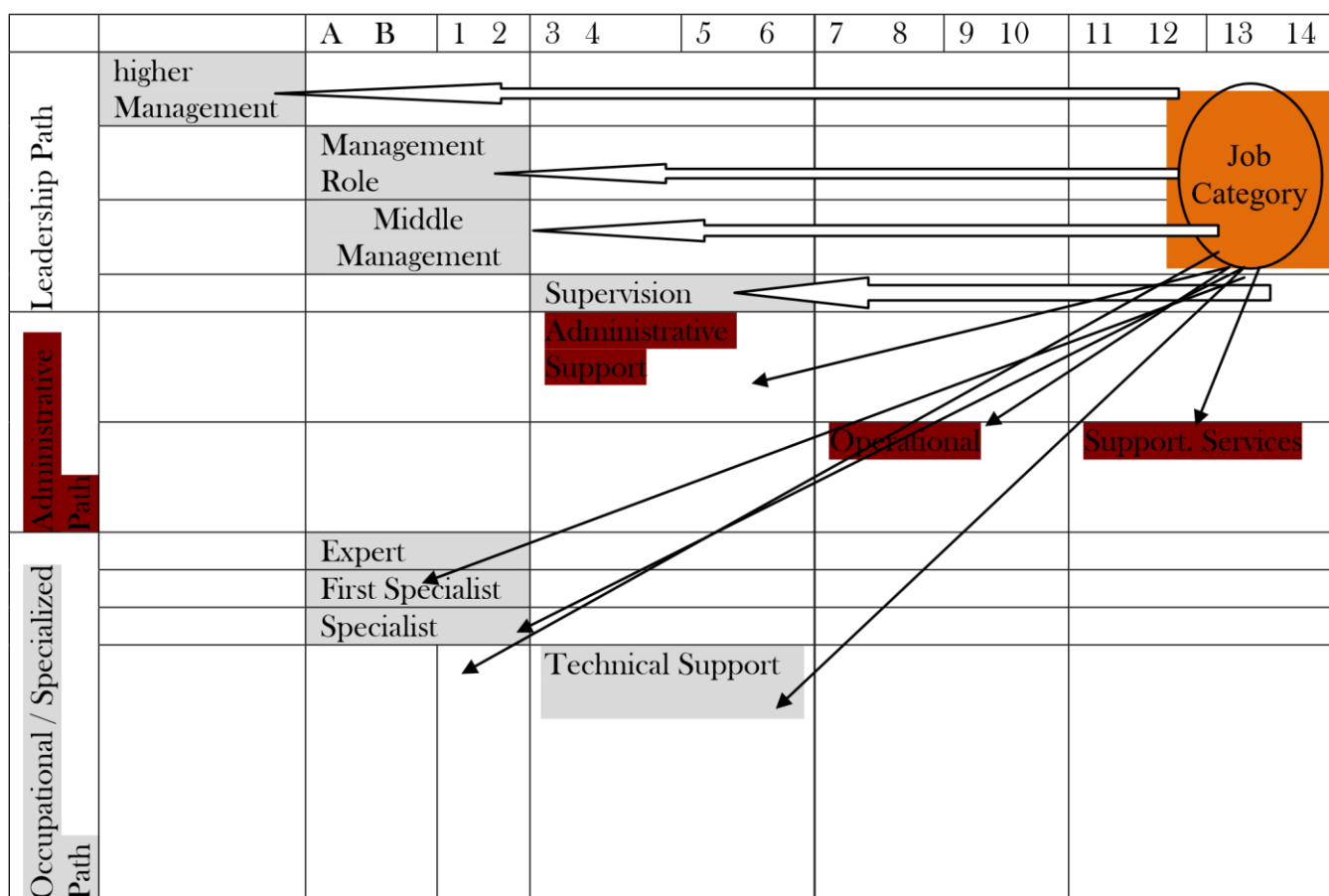



Chart shows the approved career paths in the Federal Government

Illustrative Example of the job "Engineer" belongs to:



	approved career paths under Job evaluation and Description System		Supporting Services		3
			Expert		4
			Senior Specialist		Ranges from grade (1) to grade (4)
			Specialist		
Social Care					5
Engineering					
Culture, Arts and Literature					6
Quality and Statistics			To be determined based on the occupational and career filed according to characteristics		7
Public Relations					8
Program/Project Management					9
Backing Support Services.					10

Job Family	Career Path	Job Category	Job Grade
Education	Leadership	Higher Management	A
Health (Medical jobs and Medical Support)		Management Role	
Media		Middle Management	
Environment and Safety	Occupational / Specialized	Supervision	1
Agriculture	To be determined within the three	Administrative Support	
		Operational	



Human Resources			specified for each job		11
Economy and Finance					12
Auditing and Control					13
Information Technology					14
To be determined within 20 job families specified in the approved job evaluation and description					To be determined after evaluating the seize of the job and being approved by the federal committee for job evaluation



Sixth

Steps of Job Valuation

1. The Internal Committee for Job Evaluation in the Federal Government entity approves the results of the job component examination which was prepared at the job analysis stage (explained in detail in Chapter Two hereof).
2. Starting to evaluate a job size, which is the responsibility of the Internal Committee for job evaluation in the federal entity where the evaluation is built on the following criteria:
 - a. **Career knowledge:** it includes practical or specialized knowledge, knowledge associated with the planning, organization and integration (administrative knowledge), communication skills and influencing others.
 - b. **Thinking Level:** includes (thinking challenges and the job-related challenges, which requires a certain level of thinking).
 - c. **Responsibility:** includes freedom to act, the nature and scope of influence.

(The approved analogy matrix within the approved job evaluation and description system in the Federal Government is the reference to calculate the total score for each criterion).

Example:

Evaluation of job size of (Head of Department (x) in the Ministry of (y), where total score is calculated for each standard of Career knowledge, level of thinking, the responsibility) (by referring to the approved Analogy matrix).

*** Numbers used to calculate the points for the criteria described are illustrative numbers only and do not reflect the exact figure of the job size.**



Scores of "Career Knowledge Criterion" are calculated:-

Career Knowledge	Practical or Specialized Knowledge	Administrative Knowledge	Communication Skills and Influencing others	
Total points	98	104	100	302

Calculating points of "Thinking Level Criterion"

Thinking Level	Thinking Challenges	Challenges associated with the job	
Total points	47	85	132

Calculating points of the "Responsibility" criterion:

Reasonability	Freedom to act	Nature / scope of influence	
Total points	65	87	152

Total Scores

Evaluation Criteria	Career knowledge	Thinking Level	Responsibility	Total Scores (Size of Job)
Total Scores	302	132	152	586

Based on the result of evaluating the size / weight of the job, the internal Committee investigates the referential level of the job (according to the main scale of evaluation attached in the system approved for job evaluation and descriptions).

Total points in the figure No. 2 which is 586 is connected to the schedule of main scale for evaluation; hence the referential level is determined according to job grade, category and title equivalent to the referential level, whereas each job has a specific referential level.

In the example, the referential level corresponding to the job is 18; thus the job grade is (the Second Grade) according to the Analogy.



Illustrative Example:

Main Scale for Evaluation		
Job grades according to schedule of Federal Government grades and payroll	Total points	Referential Level
special (A)	xxxxxxxx	22
	xxxxxxxx	21
special (B)	xxxxxxxx	20
1	xxxxxxxx	19
2	592-572	18
3	xxxxxxxx	17
	xxxxxxxx	16
4	xxxxxxxx	15
5	xxxxxxxx	14
6	xxxxxxxx	13
7	xxxxxxxx	12
	xxxxxxxx	11
8	xxxxxxxx	10
9	xxxxxxxx	9
10	xxxxxxxx	8
11	xxxxxxxx	7
12	xxxxxxxx	6
13	xxxxxxxx	5
14	xxxxxxxx	4

Figure No. 2

3. The Internal Committee submits the initial job evaluation results to the Federal Committee for Job Evaluation for purposes of final approval.
4. After the final approval by the Federal Committee, the approval and final results of job evaluation shall be referred to the internal committee and then to all HR Departments in the Federal Government entities till the application.
5. The Human Resources' Information Management System "Bayanati" is updated with the details of the job in terms of (job grade, job title and job category) by the Federal Authority for Government Human Resources.



Seventh:

Mechanism of application After the Approval of Job Evaluation

As referred to in the adopted job evaluation and description system, the evaluation does not aim at stabilizing or re-stabilizing the employees after the completion of job evaluation process explained herein, without prejudice to the acquired rights of current incumbents associated with the job under evaluation. The employee's grade may differ from the job grade occupied by him/ her currently; either the grade is higher or lower or equivalent thereto.

Accordingly, such cases should be tackled according to the following mechanism:

1. If the evaluated job grade is equivalent to the current position of the employee, the position of the employee will remain the same.
2. If the evaluated job grade is lower than the current position of the employee, Human Resources Department shall consider the development of a plan for training and preparing the employee to occupy another job matching with his/ her career abilities, provided that it must be in the same job family or job category and job grade, and in accordance with approved Performance Management System and Training and Development System in the Federal Government.
3. If the evaluated job grade is higher than the current position of the employee, Human Resources Department in the entity may consider the possibility to transfer the employee to another job in which his/ her grade is consistent with its grade in the same group, without prejudice to the conditions necessary to occupy the job transferred to, and according to the conditions stated in the law and the executive regulation thereof, and Performance Management System in the Federal Government.

Example:

Current Position (Before Evaluation)			Position (After Evaluation)			
Ministry	Job	Employee's current grade and Overlapped Job Grade	Ministry	Job	Personal Job Grade	Job Grade (after evaluation)
Ministry A	Accountant	Grade 4	Ministry A	Accountant	Not effected	Grade 4



Ministry B	Accountant	Grade 3	Ministry B	Accountant	Not effected	Grade 4
Ministry C	Accountant	Grade 5	Ministry C	Accountant	Not effected	Grade 4

* **Personal job grade remains the same after the evaluation process.**

With regard to new employees, an employee shall be appointed only in job position that has been evaluated according to specific mechanism in the approved job evaluation and description system that has been explained in detail herein.

Eighth:

Procedures and Mechanism of implementing Job Evaluation Process

Below are the most important steps for the procedures required for conducting job evaluation process:

Procedure	Organizing Unit Responsible for implementing the Procedure	Who will implement in the organizational unit
Approving the results of job components examination that has been prepared in the stage of job analysis and explained in detail in Chapter Two herein.	Internal Committee of Job Evaluation in the Federal entity	Internal Committee of Job Evaluation in the Federal entity
Submission of the proposed job descriptions, the approved organizational structure, strategy of the Federal Government entity, the approved financial budgets for programs, projects and activities to Internal Committee for Job Evaluation in the Federal entity	Human Resources Department	The competent employee in Human Resources Department



Revision of job description and identifying total size of the job; the result of job evaluation, studying the referential level related to federal grades planning, allocating the suitable grade for job and job family according to the approved job evaluation and description system.	Internal Committee for Job Evaluation in the Federal entity	Internal Committee of Job Evaluation in the Federal Government entity
Revising the validity of job evaluation process results regarding job category, grade and title considering any amendments may be introduced to the jobs or job families whether by creating new jobs, amending, integrating or cancelling existing jobs.	Internal Committee for Job Evaluation in the Federal entity	Internal Committee for Job Evaluation in the Federal Government entity
Proposing the referential level of the grade.	Internal Committee for Job Evaluation in the Federal entity	Internal Committee for Job Evaluation in the Federal Government entity
Submission of initial job evaluation results to the Federal Committee for Job Evaluation for purposes of final approval accompanied with the initial evaluation of the job, job description and the approved organizational structure to the federal entity according to the proposed form for evaluation results submission.	Internal Committee of Job Evaluation in the Federal Entity	Internal Committee for Job Evaluation in the Federal Government entity
The final approval of the initial job evaluation including job category, grade and job title	The Federal Committee for Job Evaluation	The Federal Committee for Job Evaluation
Submission of the approval and final results of job evaluation to Internal Committee for Job Evaluation in the Federal Entity	The Federal Committee for Job Evaluation	The Federal Committee for Job Evaluation
Referral of the approval and final results of job evaluation to Human Resources Department in the Federal Entity	Internal Committee for Job Evaluation in the Federal Entity	Internal Committee of Job Evaluation in the Federal Government entity



Updating the data whether related to creating new jobs or amending the current jobs in “ Bayanati”.	The Federal Authority for Government Human Resources	The Competent employee in Human Resources Information System Department.
Updating the database of job description, job title, job family and the grade within “ Bayanati” System”.	The Federal Authority for Government Human Resources	The Competent employee in Human Resources Information System Department

Ninth: Procedure Workflow

Internal Committee for Job Evaluation in the Federal entity	Beginning	Approving the results of job components examination that has been prepared in the stage of job analysis and explained in detail in Chapter Two herein.		Revision of job description and identifying total size of the job; the result of job evaluation, studying the referential level related to federal grades planning, allocating the suitable grade for job and job family according to the approved job evaluation and description system.	Revising the validity of job evaluation process results regarding job category, grade and title considering any amendments may be introduced to the jobs or job families whether by creating new jobs, amending, integrating or cancelling existing jobs.
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		Internal Committee for Job Evaluation in the Federal entity	1.1		Internal Committee for Job Evaluation in the Federal entity	1.3	Internal Committee for Job Evaluation in the Federal entity	1.4
HR Department		Submission of the proposed job descriptions, the approved organizational structure, strategy of the Federal Government entity, the approved financial budgets for programs, projects and activities to Internal Committee for Job Evaluation in the Federal entity						
		competent employee	1.2					
Federal Authority for Government Human Resources		Updating the data whether related to creating new jobs or amending the current jobs in “Bayanati”.			Updating the database of job description, job title, job family and the grade within “Bayanati” System”.			
		Competent employee “Bayanati”	1.10		Competent employee “Bayanati”	1.11		
		Proposing grade referential level			Submission of initial job evaluation results		Referral of the approval and final results of	



					to the Federal Committee for Job Evaluation for purposes of final approval accompanied with the initial evaluation of the job, job description and the approved organizational structure to the federal entity according to the proposed form for evaluation results submission.			job evaluation to Human Resources Department in the Federal Entity	
		Internal Committee for Job Evaluation in the Federal entity	1.5		Internal Committee for Job Evaluation in the Federal entity	1.6		Internal Committee for Job Evaluation in the Federal entity	1.9
The final approval of the initial job evaluation including job category, grade and job title					Submission of the approval and final results of job evaluation to Internal Committee for Job Evaluation in the Federal Entity				
Federal Committee for	1.7				Federal Committee		1.8		



Job Evaluation			for Job Evaluation		
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Workflow keys

Wide Paths	refer to competent departments
Squares	refer to processes within a certain Procedure
Figures in squares	refer to the sequence of the steps
To read the workflow; Start for “Beginning” and follow the step sequence as per the sequence of numbers below each square	



Chapter Four

Forms and Appendices



First

Job Description Card Form

1. Tasks Details: Explaining the Position of the Career Role in the Career Structure approved	
Job title	Refers to a specific role of the job evaluated at a certain level in the organizational structure of the Ministry\Federal Entity.
Job Code	Refers to the unified number specified by the Human Resources' Information Management System "Bayanati" to facilitate dealing with job families and categories.
Job Category	Refers to the jobs that share the same specialty and type and fall under a job within an approved job family
Job Grade	Refers to the approved job grade in the Ministry\Federal Entity after evaluation according to the approved evaluation mechanism. It's determined according to table (3) attached herein concerning the connection between the referential level and the job grade.
Line Manager	Refers to the position of the person directly responsible for the supervision of the tasks entrusted to the incumbent as specified within the approved organizational structure of the Ministry\Federal Entity.
Management	Refers to the organizational unit in the approved organizational structure of the Ministry\Federal Entity and no modification may be made at its level or higher without a Cabinet's Decree.
Career Path	Refers to the line whereby the quality and orientation of the job is defined; whether a leadership, administrative or professional/specialized. Every path may have a set of job interrelated scopes to reflect the grade of experience and volume of responsibility.

2. The general Objective of the Job: A Summary of the Main Role of the Job Without Discussing the Tasks and Responsibilities Entrusted to the incumbent.

3. Job Dimensions:		
Number of Employees Administratively report to the incumbent:	Direct	Financial powers: one of the advantages of the job that are organized by the



Refers to the number of employees administratively related to the incumbent (direct\indirect) – if existed – and identifying the job title for each one of them.	Indirect	legislations and financial organizational decisions. They give the incumbent the capacity to release financial amounts within the financial limits approved (if existed).
--	----------	---

4. Main Responsibilities:

Main Responsibilities	Key Performance Indicators
Tasks that are directly connected to the job role entrusted to incumbent as being responsible thereof; such tasks can be administrative, executive or supervisory. They are characterized by details as they explain the difficulty of role and the volume of responsibility accordingly.	Include the most important key and general indicators of the role (if existed); whereby an incumbent performance for the responsibilities thereof shall be evaluated. They are measurable indicators (numbers or percentages).

5. Qualifications: The Minimum Set of knowledge, Educational and Professional Certificates and Practical Trainings Necessary to Get the Job

6. Experience: The Minimum Previous Years of Experience Related to the Current Job and Necessary to Get the Job



7. Technical and Behavioral Competencies:

Technical Competencies:

the specialized competencies of the role and tasks within job families including the technical knowledge that produces an effective performance required by the job and shall be available in its incumbent.

Behavioral Competencies:

Refer to the what is previously explained within the general frame of behavioral competencies in the Federal Government including the following:

1. **Leadership Competencies** (Strategic Thinking, empowering employees and developing their abilities, change leadership).
2. **Basic Competencies:** include six competencies: accountability, effective resources management, focus on results, focus on customer service, communication skills, and teamwork).

Competency level

8- Skills: the Personal Abilities to be available in the incumbent

9- Procedures Documentation: Includes the Signatures of the incumbent and his/her Line Manager to approve the role of thereof and the tasks entrusted thereto.

Development (Line Manager):

Date:

Review (Line Manager):

Date:

Approval (Executive Manager) if necessary:

Date:

Human Resources Head:

Signature:

Date



Second

Job Description Card Exemplary Form

Tasks Details	
Job Description	Senior Accountant
Job Code	To be determined later
Job Category	Supervisory Roles
Job Grade	To be determined later
Line Manager	Accounts Department Head
Management	Finance
Career Path	Professional/specialist

General Objective of the Job:
Registering and recording the accounting operations in the accounting system and contributing to making necessary review scales, performing settlement registers and help making the periodical financial and accounting statements in addition to the final and budget account.

Job Dimensions		
The Number of Employees Administratively affiliate to the incumbent	Direct: 2 \ (accountant senior administrative) Indirect: Nil	Financial Capacities: Nil



Main Responsibilities:

Main Tasks	Key Performance Indicators
<ul style="list-style-type: none"> Developing the account statements of the suppliers monthly for payment purposes, and submit the same to the Head of Department for review and approval. Recording the accounting operations registers according to the appropriate accounting direction to comply with the approved accounting procedures. Developing the monthly bank settlements for all the entity's accounts to provide duly up-to-date financial statements. Developing the accounts payable and receipts and salaries according to the financial procedures' policy and submit the same to the Head of Department for review and approval. Receiving the suppliers' invoices in addition to sorting and recording them in the relevant accounts to be consistent with the 	<ul style="list-style-type: none"> Quick performance of procedures such as End of Service, Payments and Revenues. Accuracy in developing the financial statements, payrolls, checks, bank transfer orders and payment documents. Commitment to the timeline of the financial statements. The number of mistakes found in the financial statements.
<p>financial procedures' guideline.</p> <ul style="list-style-type: none"> Matching the bank account statements and submit them to the Head of Department for review and approval. Developing the payrolls and submit them to the Head of Department for review and approval to release the same duly. 	



- | | |
|---|--|
| <ul style="list-style-type: none">Any other tasks entrusted to him/her. | |
|---|--|



Qualifications and Experience

Qualification: Bachelor of Accounting or equivalent.

Experience: 4-5 years of experience in accounting.

Technical and Behavioral Competencies:

Technical Competencies:

- Knowledge of the practices and procedures of the financial accounting.
- Knowledge of systems of financial accounting.
- Knowledge of the International Accounting Standards.
- Ability to analyze, plan and organize.
- Apply the recent technical methodologies of accounting.

Behavioral Competencies:

- Related to the job grade as mentioned in the general frame of the behavioral competencies in the Federal Government.

Skills

- Accounting skills.
- Computer and recent technical systems skills.

Procedures Documentation:

Development (Direct Head):

Date:

Review (Direct Head):

Date:

Approval (Direct Head) if necessary:

Date:

Human Resources Head:

Signature:

Date:

Third

Job Analysis questionnaire form



First: General information

Date		Job Title	
Department/Division		Line Manager	

Second: Educational Qualifications:

Educational Qualification level	Specialized Qualification level

Third: Professional Experience:

Fourth: Training Course:

Course Title	Training Period

Fifth: General objective of the Job

--

Sixth: Job Dimensions:

--

A- Direct\Indirect subordinates:

Number of Direct\Indirect Subordinates	Job titles of direct Subordinates



B- Financial powers:

Seventh: Tasks Details and Time:

Tasks Details	Recurrence Rate (Daily\Weekly\Monthly)	Time Spent to Perform a Task

Eighth: Job-Related Reports:

Report Title	Report Purpose	Reports Number	Recurrence Rate (Daily\Weekly\Monthly)

Ninth: Communication Points Inside / Outside the Ministry\Federal Entity:

A- Internal Communication Points:

Name of the Internal Point	Recurrence Rate (Daily\Weekly\Monthly)

B- External Communication Points:

Name of the External Point	Recurrence Rate (Daily\Weekly\Monthly)



Tenth:

What kind of Supervision Performed by the Line Manager on the incumbent?

- A- Direct Supervision.
- B- Indirect Supervision.

What is the nature of rights given to the incumbent?

- A- Performing the necessary tasks and the permanent report to the Line Managers in all tasks.
- B- Determining the work lines and best time to do the job.
- C- The incumbent shall work on solving the problems.
- D- Finding Solutions according to every situation.

How does the Line Manager check the Integrity and Accuracy of the Works of Subordinates?

- A- Reviewing all the works accomplished.
- B- Reviewing the main elements only.
- C- General Review.

Eleventh: Work Nature

What are the Risks encountering an incumbent During Work? What is the Degree of Exposure?

Twelfth: Report Approval:

Line Manager

Signature:

Date:

Head of Department



Signature:

Date:

Fourth

Job Description Development request Form

No.:

Date:

Dear. Head of Human Resources Department

Greetings,

Sub: Job Description Development request

Kindly approve the new job description development according to the details below:

Job title		Department/Sector	
Line Manager		Job Grade	

Based on:

- () Restructuring the Organizational Structure.
- () Administrative Decision of New Job Role.
- () Other (please explain):

Notes:

Sincerely Yours,

Line Manager

Head of Department

Dear. Head of the Department concerned,

Greetings,



After viewing your request of a new job description development and according to the job evaluation and description system, we decide the following:

- () approval of your request: the job description approved will be sent to you to complete.
- () Your request is rejected due:

Sincerely yours,

Head of Human Resources Department



Fifth

Current Job Description Update request Form:

No.:

Date:

Dear. Head of Human Resources Department

Greetings,

Sub: Current Job Description Update request

Kindly approve the current job description update according to the details below:

Job title		Department/Sector	
Line Manager		Job Grade	
First approval Date of the Current Job Description		Last Update of the Current Job Description	

Reviewing Reasons:

- () Restructuring the Organizational Structure.
- () Administrative Decision of Adding\Cancelling Jobs.
- () Other (please explain):

Notes:

Sincerely Yours,

Line Manager

Head of Department



Dear. Head of the Department concerned

After viewing your request of updating a current job description and according to job evaluation and description system, we decide the following:

- () approval of your request: current job description will be sent to you for updating.
- () Your request is rejected due:

Sincerely yours,

Head of Human Resources Department



Sixth

Job Initial Evaluation Results submitting Form:

No.:

Date:

Dear. President of the Federal Committee for Job Evaluation

Greetings,

Sub: Job Initial Evaluation Approval request

Kindly approve the initial evaluation of the job list below

Job title	Department	Job category	Initial evaluation results			Total points	Referential level	Proposed grade	Notes	Amendment "if necessary"	approval
			Knowledge	Thinking	Responsibility						

Kindly be informed with the request reasons as follows:

Sincerely,

President of the Internal Committee for Job Evaluation



Seventh

Table No.3 regarding connecting the referential level with job grade

Job Titles equivalent to the referential level	Category	Main scale of evaluation	
	Executive/Middle Management	Job grades according to the federal hierarchy and payroll	Referential level
Department/area/hospital Manager, Senior Consultant		Special A	22
			21
Deputy Manager of a Department/area/hospital, Minister office manager, office Manager or manager of Ministry's center in the State regions , expert, consultant		Special B	20
Manager/Section Head/Assistant Expert		1	19
Asst. Manager, Specialist		2	18
Snr. Officer, Controller	Supervisory Tasks	3	17
			16
Officer, Snr. Supervisor, Executive		4	15
Supervisor, Exe. Secretary		5	14



Co-coordinator, Snr. Secretary		6	13
Admin Secretary, Snr. Admin	Administrative/operational support tasks	7	12
			11
Administrator		8	10
Admin Assistant		9	9
		10	8
	Supporting tasks	11	7
		12	6
		13	5
		14	4

(Note: titles listed above are, exclusively but not limited to, and all the table shall be approved after job evaluation according to the mechanisms adopted within the Federal Government job evaluation and description system).



Eighth

The Guideline Appendix No. A regarding the characteristics of general job categories and titles

Category	Grade	Job titles	(Category features) Guideline indicators
Executive Management	Special grade (a), special grade (b) And first grade	<ul style="list-style-type: none"> • Department Manager • Manager of Department/region/hospital • Minister's office manager/manager of Ministry's office or center in the State Regions • Deputy manager of a Department/area/hospital 	<ul style="list-style-type: none"> • Developing work strategy, rules or leadership effectively. • Defining the general results, developing major policies to have their impact within 6-12 months. • Create a variant integrated leadership among processes and concepts while dealing with the main tasks or strategic procedures inside the entity to meet the general work objectives. • Area of impact large complicated units or sections • Planning timeline: approximately one to three years. • Behavior change – dealing with others requires encouragement, development and incitement of individual and changing their behaviors; and the matter sometimes requires a role model



			<p>and creating the appropriate work environment.</p> <ul style="list-style-type: none"> • Ability of persuasion and persistence to actions relying upon strong arguments, evidences, and facts and accepting other opinions. • Thinking in light of the federal entity's policies, principles and general objectives • Thorough thinking in defining issues according to the nature thereof and the methodology of tackling.\ • Work within the general direction to follow the bottom-lines of the organizational, political and strategic objectives of the federal entity.
Middle Management	Special grade (b) to grade 2	<ul style="list-style-type: none"> • Manager, Director • Division Manager, Office Manager • Project Manager 	<ul style="list-style-type: none"> • Managing the professionals/directors affairs • The right to take a decision on the way of achieving final results, a large space of the authority to take a decision, results are related to the methodology of achieving them. • Integration of processes or services with the planned



			<p>programs to achieve the unit's goals</p> <ul style="list-style-type: none"> • Area of impact – department powers or service field. • Planning timeline – almost a year. • Internal/external relation management. • Dealing with others requires understanding, leading and supporting individuals through using technical knowledge or logical arguments for pushing others to work. • Problems might be undefined while working under a wide frame of directives. • Thinking within a large frame of policies and objectives. • Work under flexible practices and procedures in light of administrative policies and directives. • Work according to general directions and largely-defined objectives.
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Supervisory	Form grade 3 to 5	<ul style="list-style-type: none"> • Senior officer • Officer, shift officer • Senior supervisor • Supervisor • Senior executive 	<ul style="list-style-type: none"> • Performing/supervising certain multiple activities with regard to objectives and content. Work requires cooperation with co-workers and know the common relation among different activities. • Decision making process is limited to certain defined precedents/policies. Effort results are demonstrated within weeks. • Area of impact – small division or unit • Planning timeline – less than one year • Supervising subordinated with similar tasks. • Dealing with others is limited to information demand and providing and there shall be nice and effective actions. • Supervision process may require developing new procedures under the existing policies. • Thinking within the limits of clear policies, principles and objectives previously set. • Working according to flexible practices and procedures in light of administrative
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			<p>precedents, policies and directives.</p> <ul style="list-style-type: none"> Working according to practices and procedures in light of definite precedents or policies, besides, reviewing the final results continuously.
Administrative support	Grade 4 to 6	<ul style="list-style-type: none"> Executive Ass. executive, coordinator Executive secretary 	<ul style="list-style-type: none"> Knowledge is required for the application of practical methods and techniques as well as performing procedures and operations and proficiency in the specialized use of materials, equipment, and tools. This knowledge is acquired through some specialized training. Practical understanding of methods, systems and processes. Interpretation of established precedents and experiences, and defining the nature of problems and how to solve them in a clear manner. Providing multiple choices based on experience. Results



			<p>can be easily checked for corrections through choosing from available answers.</p> <ul style="list-style-type: none"> • Working in accordance with unifies policies and procedures as well as clear directives on how to perform tasks under the supervision of directors to meet the required results. • Working in light of the applicable experiments and precedents within a space of flexibility/initiative. Results shown within days. • Understanding the impact of dealing and integration among different sections and units. • Individual contribution and the ability to plan and organize work on one's own. • Ability to plan and coordinate for
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			<p>activities on a short term basis.</p> <ul style="list-style-type: none"> • Information exchange, asking questions and dealing gently. • Thinking within definite procedures, variant somehow, in light of many precedents and assistance in most of cases.
Operative	Grade 7 to 10	<ul style="list-style-type: none"> • Senior Admin • Senior Secretary • Admin, Notary • Assistant Admin 	<ul style="list-style-type: none"> • Knowledge of standardized work practices and methods, general facts and information and/or the use of simple equipment, machine and materials. Knowledge is usually acquired through hands-on training. • Sound understanding of direct work procedures. • Focusing on the task assigned with definite objectives and content with a certain amount of knowledge or awareness of the surrounding conditions or events. • Dealing with the task defined without



			<p>connecting with other tasks.</p> <ul style="list-style-type: none"> • Choosing performance method from a set of procedural steps that are previously known according to practical experience. • Working as per regular directives and practices under direct supervision. • Employee is allowed to do some arrange to prepare for works. Results shown within hours. • Thinking within detailed standardized practices and directives in addition to immediate assistance or role models. • Stable work status and recurrent tasks almost.
Supporting services	Grade 11 to 14	<ul style="list-style-type: none"> • Driver, guard, porter, correspondent • Office boy, Mail room assistant • Worker 	<ul style="list-style-type: none"> • Simple work assignments, often repetitive simple tasks. • Unskilled job that can be learnt in quick time (2-3 months) • Basic numeracy, literacy and simple knowledge of instruction and routine works; generally acquired through a short explanation.



			<ul style="list-style-type: none"> Working within direct and detailed instructions with very close and continuous supervision, immediate performance results. Work steps and mechanism are defined in details. Thinking within very detailed and precisely defined rules and instructions.
Expert	Special grade (A) to the First grade	<ul style="list-style-type: none"> Senior advisor, advisor Senior consultant, consultant Expert 	<ul style="list-style-type: none"> Mastery of professional concepts and principles with diverse knowledge & experience. The job requires pre-eminent knowledge and the principles, theories and applications of the same in a scientific field or other learned discipline; accompanied with continuous accomplishments in the Major field. Diverse, cumulative knowledge and fundamental understanding of concepts, principles and practices. This knowledge is acquired



			<p>through comprehensive business experience or through intensive training in the Major field.</p> <ul style="list-style-type: none"> • Uncharted Novel situations requiring the development of new concepts and innovative solutions whereof there are no precedents. • Speculative vision beyond knowledge. • Job impact on the final results of the federal entity. • Vital impact with a consultant/analytic nature.
Senior specialist	Special grade (B) to 2	<ul style="list-style-type: none"> • Consultant • Assistant expert • Senior specialist, specialist 	<ul style="list-style-type: none"> • In-depth specialization and broad experience. • Broad and/or deep knowledge in the field of expertise resulting in a command of diverse practices and most updated and developed principles. This knowledge is acquired through very deep experience typically combined with a professional or academic qualification



			<p>Adaptive - Situations constantly requiring adaption or development of new solutions through analytical, interpretative, evaluative, creative and innovative thinking.</p> <ul style="list-style-type: none"> • Excellent ability to reach decisions through analysis, no “right answer” – problem has to be analyzed before solving. • The Job impact on the final results of the organization – significant impact with regard to facilitating performance/reliance on situation analysis and interpretation through different department. •
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Specialist	First grade to 4	<ul style="list-style-type: none"> • Specialist • Qualified professionals like doctors, engineers • Expert 	<ul style="list-style-type: none"> • Conceptual understanding of governing principles • Sufficient knowledge in a technical, scientific or specialized field built on understanding of theoretical concepts and principles and their context. This knowledge is acquired through professional or academic qualification or through extensive practical experience. • Dealing with different situations requiring identifying issues then applying decision taking abilities in choosing the solutions relying upon the rich knowledge within the area of expertise and practical experience. • Alternative solutions but a 'right answer' exists, may need analysis to identify, use the right decision to meet the right answer.
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			<ul style="list-style-type: none"> The job impact on the final results of the organization – limited impact consists of information recorded within the registers of the Department concerned.
Technical support	Grade 4 to 7	<ul style="list-style-type: none"> Qualified assistants in a certain technical field working under the supervision of professionals to provide help. 	<ul style="list-style-type: none"> Specific functional or occupational knowledge. Practical understanding of methods, systems and processes. Broad or specialized knowledge of methods, techniques and processes with some knowledge of basic theoretical background. This knowledge is typically acquired through advanced specialized training and broad practical work experience Job requires acquaintance of



			<p>practical techniques and methods application on work reality and proficiency usage of materials, equipment and tools by the specialist. Such knowledge is acquired through specialized training.</p> <ul style="list-style-type: none"> • Working relies upon models derived from similar experiments which requires finding solutions through making comparisons with previously known choices. • Select the solutions through using a number of procedure in different situations. • Thinking within multiple, substantially different procedures, standards and precedents to find a solution. • Providing multiple choices based on experience, results can be easily checked for correcting and
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			<p>choosing the best thereof.</p> <ul style="list-style-type: none"> • Job impact on the final results of the federal entity. • Minimal impact – seasonal support.
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***titles listed above are exclusive but not limited to.**