



United Arab Emirates  
Federal Authority for Government Human Resources

**Questions and Answers Related to Training and Development System for Federal Government Employees**

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2013



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**1. What is the appropriate training pattern or method, where needed, for training the employee outside the Federal Authority for a period of two weeks?**

**The answer:** In this case, the Job shadowing method shall be followed where this program can be implemented within the Federal Authority itself and in other Federal Authorities of The Federal Government or by Third Parties. Third Parties here are meant to include entities outside the Federal Sector within UAE.

**2. Is it possible to diversify forms of training in order to develop the same job competencies? For example: Developing secretarial skills during the Training Course and Job Shadowing Program.**

**The answer:** Yes, it is possible to diversify training forms in order to develop the same skill. However, it is preferably to observe and consider the financial costs in this situation and to start with affordable Training Forms such as the Job shadowing, hence, nomination could be made for a Training Course in the event of failure to take advantage of the program.

**3. What is the mechanism of deducting training fees in case of resignation of an employee?**

**The answer:** According to the form no.3.1.3 in the system procedural guide, the deductions procedures have been clarified in details. The details calculation shall be done by competent training department and wages department. Then this calculation shall be approved according to the delegation guide of financial and administrative powers in the federal authority, where the Competent Minister or his/her delegate may issue the necessary decision in respect of deduction.

**4. Is it possible to train an employee during the probationary period?**

**The answer:** Yes, as business interests may require. In the most limited contexts, this shall be subject to the approval of senior management on training and before the end of the probationary period.

**5. Does the beneficial department from training retain some of the financial allocations in the event that staff is unable to attend the Training Course upon the instructions of the employee's department?**

**The answer:** Yes, the department may retain the estimated costs of the training program provided that giving a written notice including attendance cancellation to be provided five days at least before the date of the program. The concerned department shall also seek the registration of an alternative employee. In the event that this notice is not given and there is no registration of an alternative employee, then the training cost shall be deducted from the training budget of that department.

**6. What are the consequences if an employee cancels his/her participation in one of the courses and what are the adopted in such cases?**

**The answer:** The employee shall submit a written notice within five working days prior to the program date and shall bring an alternate employee. If he/she is unable or he/she does not notify the concerned training department, then the program costs shall be deducted from the training budget of this department.

If he/she does not provide reasonable reasons, then he/she shall be deprived from training for a period of six months.

**7. Does the employee have to return the training fees in case of failing to meet the requirements of the training course and violating the necessary regulations and conditions?**

**The answer:** Yes, the employee shall return all costs paid to him/her, failing this, the Ministry or the government authority shall be entitled to refund the course fees by deducting it from the employee's salary.

**8. Shall the employee be required to return the fees and costs of the training course in case of its resignation from the government entity?**

**The answer:** The costs and fees of the course shall be refunded if the employee submits his/her resignation six months before the last session he/she attended. These expenses shall be deducted from its monthly salary or end of service gratuity. Such deduction shall be made on a pro rata basis. The employee shall therefore be exempted from the expenses of Training Courses if it is less than AED 5,000.

The Minister may exempt the resigning employee from returning the expenses of the programs or training courses or part thereof as he/she sees fit according to its sole discretion.

**9. Shall the resigned employee be required to return the expenses of short participation & attendance of seminars, conferences and workshops?**

**The answer:** The employee shall be exempted from these expenses.

**10. Is there a cash reward to be granted in case of internal training for highly qualified, experienced employee assigned to training in certain competencies?**

**The answer:** The Minister may grant the internal trainer a cash reward on the basis determined by Senior Management after coordination with Federal Authority for Government Human Resources and Ministry of Finance.

**11. Shall the Ministries and Government Authorities be committed to implement all forms of training and development mentioned in the training system?**

**The answer:** Yes, the Ministries and Government Authorities shall implement all forms of training and development mentioned in the training system. The Ministries and Federal Authorities shall also determine the training and development forms according to the training plans set out by them.

**12. What is the difference between a Job Shadowing program and a Job Rotation program as we see a considerable similarity between them?**

**The answer:** Job Shadowing is a form of training under which the employee accompanies a qualified, specialist employee with high efficiency as a shadow during his daily tasks to benefit from his/her work experience while Job Rotation is a form of training under which the employee rotates on



the departments and divisions of the employer to carry out specific tasks to enrich his/her experience on job tasks and services performed by the employer.

**13. Is there a timetable or a specific period of time in case of applying succession program for the employee who was prepared and qualified to replace or occupy a superior and important job in the Ministry or the Government Authority?**

**The answer:** Federal Authority for Government Human Resources is in the process of preparing the succession policy.

**14. Shall the current employee be notified of the alternative employee who has been qualified to occupy his/her future Job...succession program?**

**The answer:** Federal Authority for Government Human Resources is in the process of preparing the succession policy.

**15. The training system focuses on measuring the training impact of the employee and the extent of benefit from this training course. Are there specific criteria by which the concerned department can evaluate and measure the level of the external or internal trainer or in case of applying any forms of training?**

**The answer:** There are no criteria for evaluating and measuring the level of the external or internal trainer or any form of training. However, each Federal Authority determines the criteria it deems appropriate.

**16. What are the necessary requirements imposed on the efficient guiding employee under which he is required to qualify the employee accompanying him/her to benefit from his/her expertise and efficiency in accordance with the Job Shadowing Program?**

**The answer:**

- He/she must have spent more than one year in his/her job.
- He/she must have achieved the degree of “meet requirements” at least during the last performance review.
- He/she must have the necessary capacities to perform the tasks assigned to him/her.

**17. Shall the guiding employee be granted a reward during the Job Shadowing Program on an equal basis with the internal trainer?**

**The answer:** The guiding employee shall not be rewarded for the Job Shadowing Program

**18. How to coordinate and harmonize between the preparation of the training plan budget and preparation of General budget of the Government Authority and how to discuss this with Ministry of Finance as long as the plan is prepared in March /April where the budget was approved?**

**The answer:**



Outputs of performance cycle 2012 requires AED 800,000 to fill the gaps required in the employees' performance	Approved Training budget for 2012 amounted to AED 500,000	<p>Report of performance gap through outputs of employees' performance management system</p> <p>Identification of training needs report to fill the gaps in employees' performance; the plan requires AED 800,000 to perform the required programs.</p>	The sum of AED 800,000 shall be included in the required training budget of 2013
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- In the First quarter of 2013, implementation of specific training programs shall be continued according to the 2012 approved training and development plan for Federal Authority. The disbursement shall be made from the approved budget of the authority in the amount of AED 500,000.
- At the end of April 2013, the training plan shall be amended in accordance with outputs of performance management system, the priorities in the individual training plans of employees and the results of employee training requirements report of trough the approval of new training and development plans of 2013. The implementation of the training programs will be followed up according to the revised plan.
- At the beginning of May 2013, the amount required for the training and development budget of 2014 will be included which will contribute to bridge the performance gaps of the Federal Authority employees in an amount of AED 800,000.
- In September 2013, the budget of the Federal Authorities shall be approved and an amount of AED 800,000 shall be allocated for 2014training.
- At the beginning of 2014, the implementation of required training plans shall be continued according to 2013 pre-determined priorities from the 2014budget in an amount of AED 800,000.
- At the end of April 2014, the training plan shall be amended according to outputs of performance management system and training requirements report. therefore, the course shall continue accordingly.

**19. Are the line managers qualified in the government authorities to analyze the employees' training needs along with strengths and weaknesses?**

**The answer:** The core work and responsibilities of line managers in the Federal Authorities are represented in the ability to identify the training requirements of their junior staff and to help them to set their individual training and development plan (I.D.P)

**20. If an organization would like to second its employee or send him /her to another organization to acquire some skills for a period exceeding one month... with continued payment of his/her salary**

**from the organization.... Is that permissible? Is that a secondment? And what is the method so adopted?**

**The answer:** In spite of the fact that secondment is considered as a form of training in accordance with the training and development system, however, Article no.38 of executive regulation of the Human Resources Law provides that the seconded employee shall receive his/her total salary, leave and other allowances from the entity to which he was seconded as of the secondment commencement date and till the completion thereof. Therefore, the abovementioned question is not in compliance with the provisions of law and regulation with regard to secondment of an employee and the continues payment of his/her salary and allowances by its employer. But, in this case, the law permits the developmental secondment as a form of approved training whereby an employee may be seconded in another Federal Authority and in this case the seconded employee shall receive his/her salary from his/her original employer subject to the compliance with the terms and conditions set out in Article no. 35 of executive regulation.

**21. Is it possible to add some internal courses that the organization will undertake to establish a corporate culture for the training requirements determination form of the employee and what is the case if the courses exceeded the training hours? Note that most of the courses are at zero-cost, being free.**

**The answer:** Since the Courses are free and would entail no financial cost beyond its original allocation, therefore, there is nothing to prohibit the same.

**22. There is a main and supportive classification for activities in the Training Plan Form, what is the meaning of this classification?**

**The answer:** The main classification is related to the nature of the core tasks and works of the main employee while the supportive classification is the activity associated with the nature of the employees work indirectly.

**23. What is meant by "10 days a year for the internal trainer"?**

**The answer:** It is the period in which the system permits the employer exempt the internal trainer from its original duties in order to perform internal training works as from one day to ten days. The same can also be extended up to twenty days a year.

**24. Is the attendance to the internal training and obtaining a professional trainer certificate as an approval from the Ministry?**

**The answer:** The system stipulated the competence and experience of an employee regardless of its professional training certificate

**25. Are there certain number of courses for the internal training or a number of days he/she shall not exceed in the training?**

**The answer:** it will be of a period up to a maximum of 20 days during the year as specified in the system.

**26. Please clarify what is the financial reward and what is the reasonable amount?**



**The answer:** The system did not specify the value of financial reward because the minister has the permissible power to grant the same. For organizational goals, it shall be disbursed at the end of the year after completing the evaluation of the employees' annual performance phase as the training process carried out by the internal trainer shall be taken into consideration by the line manager upon conducting the final evaluation of its performance.

**27. If the employee would like to hold workshops for universities as an example, are these workshops calculated from his training days?**

**The answer:** The subject of providing training classes by an internal trainer in the Federal Authority or other Federal Authorities shall be studied and included within the training and development plan according to the conditions, requirements and elements specified in the system and not randomly or unregulated. Therefore, the employee's desire to lecture in one of the universities does not fall within the concept of internal trainer, but within the element of cooperation and so on.

**28. Is it possible to grant the trainees certificates in the name of the ministry?**

**The answer:** There is nothing that would prevent Federal Authority from granting the trainees certificates in its name that include the trainees' attendance to a training pattern as a kind of intangible motivation along with documentation of the training patterns acquired by the employee.