

**UNITED ARAB EMIRATES**  
**THE CABINET (UAE Emblem)**

**The Cabinet Resolution No. 35 of 2020 on the Adoption of Performance Management System for Federal Government Employees**

- Having perused the constitution;
- Federal Law No. 1 of 1972 on Competencies of the Ministries and Powers of the Ministers and amendments thereto; and
- Federal Law No. 11 of 2008 on the Federal government Human Resources and amendments thereto; and
- Cabinet Resolution No. 12 of 2012 on the adoption of federal government employee performance management system and amendments thereto; and
- Cabinet Resolution No. 1 of 2018 on the Executive Regulation of the Federal-Decree Law No. 11 of 2008 on Federal Government Human Resources and amendments thereto;

Upon what has been presented by Chairman of the Federal Authority of Federal Government Human Resources, and approval of the Cabinet,

**Has Resolved:**

**Article 1**

The Performance Management System for Federal Government Employees attached to this Resolution should adopt.

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**Article 2**

The Federal Authority for Government Human Resources shall be responsible for carrying out the powers below:

- 1-Issue the necessary instructions for the execution of the provisions of this system and related manuals.
- 2-Develop the electronic system in line with the provisions of this system.
- 3-Amend the forms and manuals whenever necessary.

**Article 3**

The above Cabinet Resolution No. 12 of 2012 should replace and every provision in contradiction or violation of the provisions of this Resolution should rescind as well.

**Article 4**

This Resolution should enforce from the date of its issuance and should published in the official gazette.

*/Sealed/*

**The Cabinet – United Arab Emirates**

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**Issued by us:**

**Date: 17<sup>th</sup> of Ramadan, 1441 H, corresponding to: May 10, 2020 G**

# **Performance Management System for the employees of Federal Government**

**Ministerial Decision No. ( ) Year 2020**

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# Introduction

Starting from the Federal Government's policy towards the continuous review of human resources policies whenever the business's interest so requires, and in light of the government's orientations towards creating a happy and positive work environment in the Federal Government, and in order to enhance the efficiency of government employees towards performing their job duties in line with the UAE Vision 2021 and the UAE Centennial 2071, and based on the continuous updates of human resources legislation in line with best practices, the Federal Authority for Government Human Resources (FAHR) has developed this Employee Performance Management System (EPMS) for the employees of Federal Government that aims to achieve the following:

- Set performance standards and annual evaluation criteria for employees.
- Determine the performance levels for which the periodic bonus is due.
- Define the performance levels eligible for promotions.
- Set the grievance and appeal process and procedures for unsatisfactory annual performance results.

Accordingly, this updated system includes the following features:

- Introducing Technical competencies while aligning behavioral competencies in accordance with the UAE Model for Government Leadership approved by the Prime Minister's Office along with the consequent amendment of weights and competencies in accordance with the system recent updates.

- Extending flexibility to line managers and employees to review the Annual Performance Form throughout the year in terms of updating the appraisal in terms of objectives
- Establishing mechanisms to evaluate employees assigned on project based appraisals
- Setting frameworks to evaluate the performance of the employee enrolled in the national service or exempted for study purposes

# Chapter One: General Framework

## 1: Definitions

In the application of the provisions of this system, the following words and expressions shall have the meanings indicated opposite each of them unless the context otherwise requires:

- **Country:** United Arab Emirates.
- **Government:** UAE government.
- **Cabinet:** UAE Cabinet.
- **Law:** Federal Decree (11, 2008) of the UAE Federal Government Human Resources law rules and its amendments.
- **Federal Entity:** Any ministries established in accordance with Federal Law No. (1) of 1972 regarding the roles of the ministries and the powers of the ministers and its amendments, as well as any federal agency, institution, or regulatory bodies affiliated with the government.
- **Authority:** The Federal Authority for Government Human Resources.
- **Senior Management:** The undersecretary or assistant undersecretary.
- **Employee:** Individual employed in a budgeted position.
- **Annual Performance Review:** A process during which the performance of the individual is evaluated in comparison with the objectives and key performance indicators (KPIs) set jointly between both the employee and the line manager for the period during which the review is taking place, noting that these objectives and KPIs are originally defined at the beginning of the review period during the performance period in order to take into account any major changes in tasks or responsibilities.
- **Behavioral Competencies Framework:** A general framework that is compatible with the UAE Model for Government Leadership and includes the competencies that are subject to review and that must be met by employees of federal entities.

- **Technical Competencies Framework:** A reference for the expected knowledge, skills and capabilities required by the employee to carry out the tasks, duties and responsibilities of his/her job.
- **Individual Development Plan:** An action plan prepared in a manner appropriate to the job of the person concerned to develop specific competencies.
- **Performance Main Objectives:** Measurable objectives that are determined and agreed upon in advance between the line manager and the employee at the beginning of the performance review cycle and that at the end of the performance management cycle would help in measuring the employee's progress towards achieving the individual objectives or tasks required by him/her. All objectives are directly linked to the achievement of the strategic plan.
- **Line Manager:** The person responsible for planning and evaluating employee performance.
- **Interim Review:** A periodic meeting held between the line manager and the employee in order to review and evaluate the responsibilities and behaviors mentioned in the annual performance document so that the employee knows where they stand in terms of the required performance level, and is able to rectify his/her path before the end of the review period, provided that this meeting is documented and signed by both parties according to the relevant form.
- **Periodic review:** The preventive control represented by continuous review by the line manager and employee to rectify or support the achievement in accordance with the objectives and behavioral competencies specified in the annual performance document.
- **Annual Performance Planning:** A coded action plan that includes objectives and competencies with an indication of each objective's weight, how to evaluate achievement, tasks and responsibilities, as well as evaluation mechanisms for each objective, competency and skill level required for competencies.
- **Objectives Weighting:** A measurement method that aims to indicate the importance of the weight of some objectives compared to other objectives during the review year.

- **Performance Improvement Plan:** A procedural plan that is developed to improve employee performance, with duration of three months, extendable for a similar period, and is intended for employees who receive a performance level of "1."
- **Moderation Committee:** A committee established in each federal entity that applies the EPMS and is entrusted with ensuring a fair and square evaluation of the annual performance review results as described in Chapter Four of the EPMS.
- **Electronic Performance System:** An electronic system that organizes the procedures of the process carried out by the employee and the line manager
- **Training and Development System:** The system for training and developing employees of the Federal Government, which was approved in accordance with Cabinet Resolution No. (11) of 2012

## **2: Principles**

The EPMS for Federal Government employees is based on the following principles:

- **Strategic Alignment:** Promoting and developing the performance culture through linking individual employee performance to the strategic direction of the Federal Government in general and the entity in which the employee works at in particular.
- **Management by Objectives:** Employee's involvement in the planning process, objectives setting, and achieving linkage with the strategic objectives of the entity, so that the employee feels that his/her work is valuable and appreciated by the management, thus achieving job satisfaction.
- **Feedback:** Encouraging fair and positive remarks from the line managers who monitor the performance of their employees, as a method for developing and reviewing performance.
- **Complementary (Reciprocal) Relationship:** Linking performance with incentives, bonuses and opportunities for promotion, as well as training and development. Measuring the effectiveness of a government entity's performance depends on the extent to which it has achieved the objectives.

- **Fairness and Credibility:** Establishing a system of employee performance management that is consistent, fair, equitable and credible, by setting clear standards, policies and procedures in line with Federal Government legislation and regulations. It also acts as a catalyst that promotes professional loyalty

### **3. Scope**

EPMS applies to all employees of federal entities regardless of the type and duration of the contract, including part-time employees. The following categories are excluded from the EPMS:

1. Employees occupying job grades from degree (8) to degree (14) or their equivalent in degrees at federal entities that have tables and degrees of their own, provided that their performance is evaluated based on the tasks assigned to them
2. Members of the judicial and diplomatic corps, provided that their performance systems comply with the general principles and general framework of EPMS

### **4: Objectives**

By preparing the EPMS, the Federal Government seeks to:

- Establishing an approach that ensures linking performance with rewards for achievement and outstanding results
- Improving and increasing employee productivity by evaluating annual performance consistent with the objectives of the Federal Government
- Matching the strategic objectives of the entities aligned with the Federal Government and embedding them at the individual levels
- Encouraging and promoting individual accomplishments through teamwork spirit
- Developing and encouraging a culture of continuous education and increasing opportunities for career professional development
- Enabling human resources in the Federal Government for future requirements and skills

- Enabling Federal Government entities to identify and estimate employees who enjoy a high degree of outstanding performance, efficiency and skill that will contribute to achieving government excellence
- Establishing clear standards for measuring the extent of actual contributions in achieving the strategic objectives of the federal entities

## **5: EPMS Foundations**

The objective of preparing the EPMS is to ensure the focus on achieving the strategic objectives of the Federal Government. To this end, the main axes of the EPMS revolve around two main foundations:

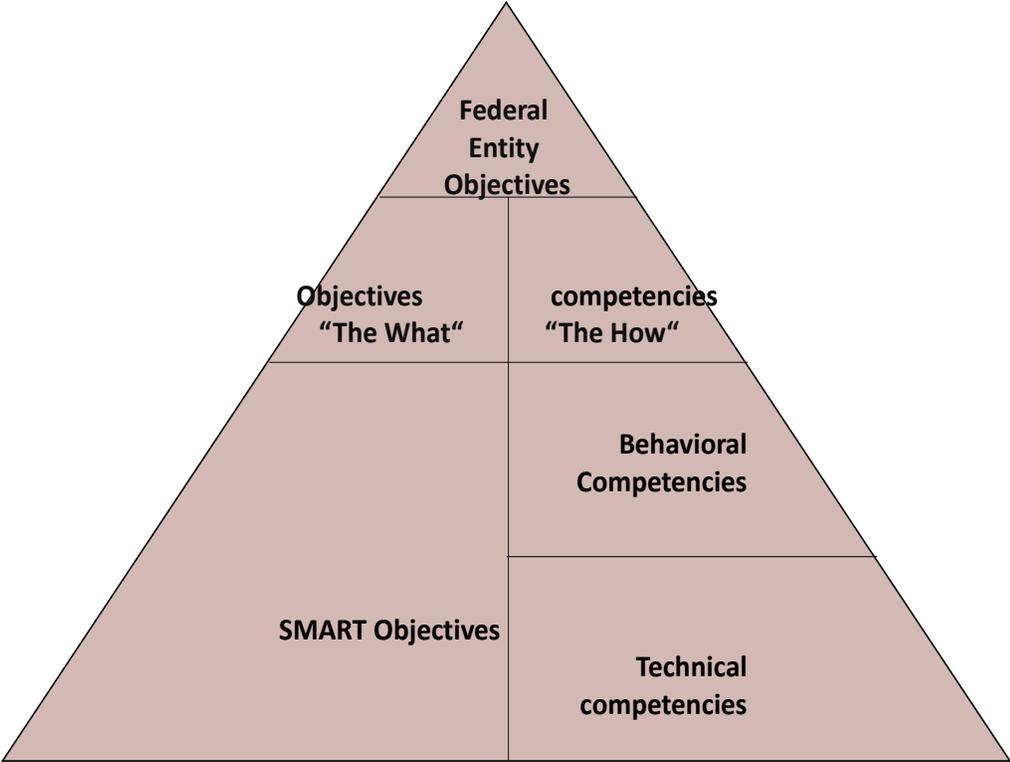
- 1) **Objectives:** This axis represents what is expected of the employee to accomplish during the year, as these objectives help the employee to focus on the main important aspects of his/her work, thus completing the achievement in an efficient and effective manner, in addition to that all employees objectives are aligned and linked with the organizational objectives of the federal entities or the operational requirements of departments and sections.
- 2) **Competencies:** This axis examines the method or mechanism that determines how an employee accomplishes his/her objectives according to the general framework of behavioral competencies, as the general framework of behavioral competencies includes three main axes drawn from the UAE Model for Government Leadership according to what is shown in table No. (1).

**Table No. (1) General framework of behavioral competencies compatible with the UAE Model for Government Leadership**

| <b>Axis</b>                   | <b>Competencies</b>   | <b>Definition</b>   |
|-------------------------------|---|---|
| <b>Leadership</b>             | <b>Enabler of People</b>  | Inspires, encourages, and motivates others; reinforces human capabilities and talents through empowerment, effectively leverages others' capabilities and demonstrates emotional intelligence   |
|                               | <b>Role Model</b>   | Shows values of integrity, humility and respect; embraces and promotes the concepts of happiness and positivity; makes substantial contributions in representing the country in a positive way  |
|                               | <b>Open to the world</b>  | Open-minded to different experiences; embraces the values of peace, tolerance and coexistence; enjoys an extensive network of relations and is well-versed in global culture  |
| <b>Future outlook</b>         | <b>Futuristic</b>   | Well-informed about global trends; able to imagine the future; anticipate and analyze opportunities through developing future scenarios and proactive plans   |
|                               | <b>Innovation and Disruptive</b>                                  | Catalyst for change at the individual and institutional level; entrepreneurial, Risk Taker and adventurous for whom nothing is impossible   |
|                               | <b>Well-versed in Advanced Technology</b>                         | Awareness of new technologies and trends such as the Fourth Industrial Revolution (4IR) and Artificial Intelligence (AI) and how to get the most benefits out of these technologies which will transform the way we live and work in the future to achieve people happiness |
|                               | <b>Lifelong Learner</b>   | Seeks self-development in order to acquire and enhance diverse skills to meet future needs; passionate for knowledge, research and exploration  |
| <b>Achievement and impact</b> | <b>Agile and Fast</b>   | Creates an environment which promotes and empowers change, achieving goals in the quickest possible way and makes efficient use of available resources with self-assurance in different situations  |
|                               | <b>Smart Effective &amp; Efficient Decision Maker</b>             | Adopts a critical, analytical style of thinking, is mindful and gutsy of all decision parameters in achieving the most desirable outcome  |
|                               | <b>Focuses on the governments ultimate goals and achievements</b> | Strong advocate in achieving the government's   |

|  |  |  |
|--|--|--|
|  |  | objectives; adds value in all aspects of work performance relating to national goals |
|--|--|--|

**Figure (1) EPMS Foundations**



## **Chapter Two: Roles and responsibilities**

Since the EPMS is characterized by inclusiveness in terms of application and implementation, which requires identifying responsibilities for the purposes of implementation by all concerned in the Federal Government, for this it was necessary to distribute roles and responsibilities among the concerned as follows:

### **1: Federal Authority for Government Human Resources (FAHR)**

FAHR roles and responsibilities are as follows:

- Develop all mechanisms, policies and procedures for managing the performance of Federal Government employees, in addition to providing the necessary support tools for best practices, in order to develop the methods used to achieve the existing objectives in the EPMS
- Follow up on the compliance of the federal entities with the provisions stipulated in the EPMS.
- Provide advisory support to Federal Government entities during the implementation phase.

### **2: UAE Federal Government Ministers**

The duties of the minister and those of equivalent status include the following main responsibilities:

- Play the main and responsible role for implementing the EPMS
- Provide the necessary resources for the purposes of implementing the EPMS in the relevant federal entity
- General supervision of the EPMS implementation in the relevant federal entity
- Direct guidance to those concerned within the federal entity towards attaching importance to activating the EPMS according to the rules established therein

### **3: Senior Management in the Federal Entities**

Senior management tasks include the following main responsibilities:

- Ensure the EPMS implementation and procedures, in addition to ensuring effective communication with the concerned parties within the federal entity
- Assume responsibility for the effective application of the effective moderation process in all sectors and departments affiliated to it

### **4: Human Resources Departments in the Federal Entities**

The HR departments are responsible for the following:

- Assume responsibility for managing and implementing the EPMS
- Provide support and assistance to line managers during the implementation of the EPMS
- Deliver and run workshops and training courses for line managers and employees aimed at raising their awareness about the EPMS
- Contact FAHR to clarify any obstacles or difficulties that would hinder the right application of the EPMS or any other urgent problems
- Ensure that all sectors and departments in the federal entities adhere to the specific time frame for the employee performance cycle

### **5: Line Managers**

Line managers of the federal entity assume the primary responsibility for the effective application of the EPMS within their departments and within the specified time, through:

- Ensuring that their direct employees understand the EPMS correctly and comprehensively.
- Discussing and agreeing on objectives, behavioral competency profiles and individual development plans (IDPs) with his/her direct employees
- Overseeing and managing the performance development of the direct reports through the continuous periodic and interim reviews.
- Discussing and agreeing on the performance planning and Annual Performance Appraisal;

- Discussing and agreeing on the Annual Performance Form stipulated in the EPMS and in accordance with the IDP mentioned in the training and development system for Federal Government employees.
- Providing their direct employees and teams with feedback on their performance, and measuring the individual performance of each employee in a documented manner on the HR Management System "Bayanati".
- Preparing ahead for the interim reviews and documenting the updates.
- Taking all the necessary measures and procedures for the final annual performance review and evaluation.
- Assessing direct reports objectively and recognizing his/her achieved objectives.
- Complying with the timeframe set for the EPMS cycle.

## **6 : Employees**

The employee is considered the main pillar of the EPMS, employees play a large and important role in the EPMS implementation through:

- Proposing and agreeing on the objectives, as well as their weighting with the line manager.
- Requesting feedback from line manager, initiating dialogue, and agreeing and implementing action plans.
- Proactively proposing to search for methods to develop the required competencies according to the training and development system for Federal Government employees
- Implementing the performance plans agreed upon in accordance with the Annual Performance Appraisal accurately and honestly in order to refine the competencies and achieve the objectives.
- Initiating a request to the line manager to review performance through the periodic review.

## Chapter Three: EPMS Cycle

This chapter analyses the content of the EPMS and its phases, how to align the federal entity's strategic goals with the employee's individual objectives, and how to develop an Annual Performance Appraisal and conduct the interim and the annual performance reviews, as well as the role of the moderation committee and its functions. This section also features the complaints and grievance process, and the correlation between the results of the annual performance evaluation and promotions, performance related pay and annual increments according to the provisions of the Human Resources Law and its executive regulation of the law.

### **1: EPMS Cycle Phases**

The Federal Government EPMS framework is a 3-phase cycle:

#### **1.1 Performance Planning**

The Performance planning phase of the Federal Government EPMS framework is determined based on a set of inputs supporting employee performance:

- Projects, responsibilities and tasks assigned to each employee
- Operational and strategic plan for each federal entity.
- Behavioral competencies framework compatible with the UAE Model for Government Leadership.
- Technical Competencies Framework.

The performance planning phase starts during the month of January – February of each year, in which the line manager and his/her employee agree on a set of objectives in addition to indicating the expectations and competencies required by the employee and expected to be accomplished by the end of the year and documenting all this in the Annual Performance Appraisal in accordance with the employee's grade which should be signed by both the employee and his/her line manager at this phase, bearing in mind that performance planning is available throughout the year in the event that the nature of the employee's work calls for modifying or deleting objectives

throughout the year as an available option of flexibility for the employee and the line manager without being bound by a specific time frame. Also, feedback is available to the employee and the line manager throughout the year

### **1. 2 Interim Review**

The interim review phase is conducted during the month of June-July of each year. During this phase, the employee's developments and achievements must be reviewed within the planned objectives, in order to reinforce and enhance the performance strengths and identify its weaknesses, provide corrective measures when needed, and give the course of action the proper directions towards accomplishing the desired objectives and tasks in a manner consistent with and achieving the best results upon the annual performance review, according to the job grade shown in the (performance document). Also, feedback is available to the employee and the line manager throughout the year

### **1.3 Annual Performance Evaluation**

This annual performance evaluation is the last phase of the EPMS Cycle. It starts during the last two months of the year (November – December), in which the employee's performance undergoes the final review and appraisal in accordance with the standards clearly stipulated in this EPMS.

It is worth noting that these three phases above mentioned are interspersed by the Ongoing Coaching and Feedback which is necessary for guiding, directing and controlling the completion of the objectives in accordance with the Annual Performance Appraisal. The constant and documented feedback on the electronic performance system aims at providing support to the employees by their line managers

**Figure (2) EPMS Cycle**



## 1- Phase 1: Performance Planning

Prior to setting the objectives within the Annual Performance Appraisal, the federal entities are requested to adopt their strategic plans, circulate and upload them in the system so that employees can cascade organizational objectives as a closely related part of their individual objectives.

**A- Objective Cascading:**

The objective cascading aims to fully align and harmonize between the strategic plan on one hand and performance management on the other hand, as this process starts from the top of the managerial hierarchy and continues down the management chain, through all the levels, i.e. from one level to another as the following:

**First:** Via the electronic performance management system, the strategic plan of the federal entity and the operational plan are uploaded (for all organizational units in the approved organization structure in Bayanati System)

**Second:** The Undersecretary meets with the Assistant Undersecretaries (reporting to him/her) and reviews the organizational objectives of the strategic plan “which was previously uploaded to the system” already implemented by every federal entity in order to align the objectives and subsequent tasks that will emerge from managing the performance of their employees with the strategic plan.

**Third:** The Assistant Undersecretary in each federal entity meets with the Departments Heads reporting to him/her according to the organizational structure and notifies them of the strategic plan and the KPIs and agrees with them on setting their annual objectives in line with the strategic plan. Objectives appear automatically in the system according to the employee’s organizational unit.

**Fourth:** The Departments Heads repeat this same process by meeting with the heads of the organizational units (reporting to them), heads of the departments, team leaders, or supervisors, for the purposes of notifying them of the strategic plan and the determined KPIs, in addition to agreeing with them on setting their individual annual objectives that appear automatically in the system.

**Fifth:** Each line manager will then meet with his/her direct reports to agree with them on the individual objectives chosen from the system based on their main job responsibilities and the objectives of their organizational units. Taking into consideration the individual differences in

the level of performance and previous evaluations, if the objectives are not approved by the line manager, the objectives are raised to the next manager for approval

## **B- Preparing the Annual Performance Appraisal**

The Annual Performance Appraisal is prepared by following these steps:

### **1- Objective setting:**

In order to prepare the Annual Performance Appraisal, the line manager and employee should meet at the beginning of the year and agree on the objectives and competencies that the employee is expected to achieve by the end of the year, given that these objectives are aligned as (S.M.A.R.T), which means they should be: -

**\*Specific** – the objectives are written in a way that is clear and does not bear any ambiguity in terms of what must be achieved.

**\*Measurable** - there should be clear and transparent measures of the objectives.

**\*Attainable** - the target should be feasible, actionable, and reflect the government's ambitions for improved standards of the federal services. It must be achievable.

**\*Relevant**- the target should reflect what the federal entity seeks to achieve.

**\*Timely**- It should be clear when the target should be delivered by.

During the preparing of the Annual Performance Appraisal meeting, each Federal Government employee will discuss and agree on a number of key objectives conform with his/her grade, provided that the number of objectives proposed in table No.(6) and mentioned in this EPMS Guidelines is taken into account and agreed upon and then approved by the employee and the line manager on the electronic system.

## **2- Objectives Weighting**

During the objective setting meeting, each line manager must assign a weight for every objective.

The purpose of the weightings is to:

- Present the relative importance of one objective against the other objectives over the next twelve months.
- Identify and outline key focus areas in line with employees tasks
- The minimum objective weight is (10%) and the maximum is (25%)

If an objective has a higher weighting than any of the other objectives, then the employee must realize that achieving that objective will ensure success in his/her work.

Line managers should ensure that there is a balance between the objectives in a way that the total of the weightings must add up to 100%.

## **3- Behavioral competency profile**

After completing the objective setting and weighting phases, each line manager should determine the behavioral competencies for his/her direct reports and the level required for each in accordance with the Behavioural Competency Framework.

The line manager and his/her direct reports should comply with the skill level set for each competency in accordance with the job grade shown in the competencies' map in table No. (2).

The employee and the line manager should also refer in this regard to the Behavioural Competency Framework that is compatible with the UAE Model for Government Leadership in order to view all the competencies and the corresponding skill levels in general, and adhere to the skill level corresponding to each competency according to the employee's job grade in particular.

**Table No. (2) the map of behavioural competencies compatible with the UAE Model for  
Government Leadership**

|                           |  |  | Grade 5 to 7                    | Grade 3 to 4 | Special B /<br>grades 1 and 2         | Undersecretary/<br>DG / Ass.<br>Undersecretary/<br>CEO / Special A |
|---------------------------|--|--|---------------------------------|--------------|---------------------------------------|--|
|                           |  |  | Competency level 1<br>Awareness |              | Competency level<br>2<br>Practitioner | Competency level<br>3<br>Proficient                                |
| <b>Leadership</b>         | <b>Enabler of<br/>People</b>             | Develops talent                                |                                 | ★            | ★                                     | ★  |
|                           |  | accountability and<br>responsibility           |                                 | ★            | ★                                     | ★  |
|                           |  | Strategic &<br>Organizational<br>Communication |                                 | ★            | ★                                     | ★  |
|                           |  | Enables collaboration                          | ★                               | ★            | ★                                     | ★  |
|                           | <b>Role Model</b>                        | Passion, enthusiasm,<br>ethics and values      | ★                               | ★            | ★                                     | ★  |
|                           |  | Inspires, motivates and<br>empower others      |                                 | ★            | ★                                     | ★  |
|                           |  | Happiness and positive<br>outlook              | ★                               | ★            | ★                                     | ★  |
|                           | <b>Open to the<br/>world</b>             | Convincing Others<br>and Impact                |                                 | ★            | ★                                     | ★  |
|                           |  | Encourages diversity                           |                                 | ★            | ★                                     | ★  |
|                           |  | Dealing with<br>Uncertainty                    | ★                               | ★            | ★                                     | ★  |
| <b>Future<br/>outlook</b> | <b>Futuristic</b>                        | Strategic Foresight                            |                                 | ★            | ★                                     | ★  |
|                           | <b>Innovation<br/>and<br/>Disruptive</b> | Innovation and<br>Creative Thinking            |                                 | ★            | ★                                     | ★  |
|                           |  | Risk-taking                                    |                                 | ★            | ★                                     | ★  |

|                               |   |  |   |   |   |   |
|-------------------------------|---|--|---|---|---|---|
|                               |   | Realigns and Redesigns Work Practices                                      |   | ★ | ★ | ★ |
|                               | <b>Well-versed in Advanced Technology</b>                         | Staying up to Date with Technology   | ★ | ★ | ★ | ★ |
|                               | <b>Lifelong Learner</b>   | Continuously Develops and Learns (Self Development)                        | ★ | ★ | ★ | ★ |
| <b>Achievement and impact</b> | <b>Agile and Fast</b>   | Understanding of Global Markets and Industry Developments                  |   | ★ | ★ | ★ |
|                               |   | Responds and adapts quickly  | ★ | ★ | ★ | ★ |
|                               | <b>Smart Effective &amp; Efficient Decision Maker</b>             | Effective Decisions  |   | ★ | ★ | ★ |
|                               |   | Intellectual Capital Encourage others to learn to make effective decisions |   | ★ | ★ | ★ |
|                               | <b>Focuses on the governments ultimate goals and achievements</b> | Aligns to and drives national/ government Objectives                       |   | ★ | ★ | ★ |

#### **4- Determining Technical Competencies**

The employee and the line manager should refer to the technical competencies framework, in order to have a clear view of all the competencies and the corresponding skill levels in general, after the end of the phases of setting objectives and behavioral competencies, each line manager must agree with the concerned employee on the technical competencies according to the job families, while adhering to the skill level corresponding to each job grade from those

shown below in table No. (3) regarding the number and levels of behavioral and technical competencies

**Table No. (3) the number and levels of behavioral and specialized competencies**

| Competencies                           |                             | Under Secretary/Director<br>General / Assistant US /<br>Special A | Special B / Grade 1<br>/ Grade 2  | Grade 3 / Grade<br>4           | Grade 5 / Grade 6 /<br>Grade 7 |
|--|-----------------------------|---|-----------------------------------|--------------------------------|--------------------------------|
|  |                             | Competency level:<br>proficient (expert)                          | Competency level:<br>Practitioner | Competency level:<br>Awareness |                                |
| Total<br>number of<br>competenci<br>es | Behavioral<br>Competencies  | 10  | 10                                | 10                             | 6                              |
|  | Specialized<br>Competencies | 0   | 0-5                               | From 2 to 5                    | From 4 to 8                    |
| Competency weight                      |                             | Equal weight of competencies                                      |                                   |                                |                                |

## 6. Performance management for employees on a projects- based appraisal

Given the nature of the work of some federal entities, whose work requires the completion of various specialized projects according to the completion criteria and specific time frames and in line with that, this EPMS allows the line managers and employees assigned with the completion and implementation of these projects sufficient flexibility in line with the nature of their work, as follows:

1. The employee's performance is reviewed for each project upon completion, according to the agreed completion criteria
2. The possibility to amend the annual performance appraisal throughout the year
3. Smart objectives can be modified and changed by the line managers in coordination with the employee during the EPMS cycle, without waiting for the interim review phase

4. Reviewing the individual performance form must be conducted on an ongoing basis, on a quarterly basis or on a project completion basis

## 2- Phase 2: Interim Review

Although the employee's ongoing feedback from the line managers continues, all Federal Government employees must undergo an interim review by meeting with their line managers within the framework of the EPMS cycle, as line managers should view the interim review meeting as an opportunity to communicate, motivate and provide corrective measures if needed to ensure continuity of the desired objectives achievement.

The formal interim review, as previously mentioned, takes place during the months of June - July between the line manager and his/her employee in order to:

- Review the development and progress towards meeting the objectives and identifying the difficulties that may hinder the completion or achievement of the objectives
- Revise and clarify the set of desired behavioral competencies.
- Change or modify any objective if it seems irrational or irrelevant, provided that this allowance is not used for amendment and avoiding follow-ups of performance in the event of underperformance
- Identify the most important challenges so that they can be rectified as soon as possible
- Plan and modify objectives for the remaining 6 months if necessary.
- Revisit the Objective weighting

The electronic system provides documentation for the ongoing feedback, provided to support employees by their line managers.

## 3- Phase 3: Annual performance evaluation

### **A: Review Processes**

**The Annual Performance Evaluation is constituted of 2 processes:**

#### **1- The Annual Performance Review & Evaluation of Objectives**

The annual performance review and evaluation process for each employee in the federal entities is entrusted to the line manager who was responsible for carrying out the performance planning phase as well as continuous review and interim evaluation. During the annual performance review meeting, the line manager and the employee discuss the extent of development and progress achieved in terms of objectives and tasks.

The annual performance review will ensure an overall reviewing of the performance, even if the focus would be on the areas that need improvement.

The line manager and the employee should jointly agree on the performance rating taking into account the interim review's results.

Given the importance of this phase, the overall performance rating should be supported by comments and justification, strengths and weaknesses and areas for improvement required to bridge the technical and behavioral gaps and overcome any obstacle.

All of this must be documented and written on the performance form, according to the employee's job grade, provided that the employee's individual objectives or tasks will be assessed on a 5-point scale as illustrated below:

**Table (4) Objectives and tasks rating scale**

| Description  | Objectives and tasks rating scale |
|--|-----------------------------------|
| <p>Efficiently and effectively achieved the objectives throughout the whole year</p> <p>Significantly exceeded of specific performance indicators for objectives (100% and more)</p> <p>Exceeded substantially the standards and ratio for his/ her objectives.</p> <p>Achieved more than the objectives agreed upon.</p> <p>His/her achieved objectives had a clear and tangible positive impact on his/her work</p> <p>He/she initiated suggestions and initiatives that were taken into consideration and implemented in his/her entity</p> | <p><b>5</b></p>                   |
| <p>Efficiently and effectively achieved the objectives.</p> <p>Achieved the specific performance indicators for objectives (85-99%)</p> <p>His/her achieved objectives had a clear and tangible positive impact on the department or the sector in which he/she works at</p> <p>He/she made positive suggestions and initiatives</p>   | <p><b>4</b></p>                   |
| <p>He/she performs his/her work regularly according to the established principles and fulfills expectations in all that is required of him/her to achieve most of his/her objectives (70-84%)</p>  | <p><b>3</b></p>                   |
| <p>He/she usually performs his/her work regularly according to the established principles and fulfills expectations in all that is required of him/her and achieves his/her objectives (60-69%)</p>  | <p><b>2</b></p>                   |
| <p>The employee's level of performance is consistently below average, as he/she achieved the ratio of performance indicators of less than 60% in many basic areas of work and needs improvement in order to reach to the required level.</p>   | <p><b>1</b></p>                   |

**2- Annual performance review and evaluation of behavioral and technical competencies**

As in the process of assessing objectives, the process of assessing the behavioral and

specialized competencies of each employee in the federal entity is entrusted to the line manager who was responsible for the performance planning phase through the Annual Performance Form. During the final review meeting, the line manager and the employee discuss how the employee accomplished his/her objectives and tasks based on the Behavioral Competency Framework compatible with the UAE Model for Government Leadership, which is considered as an indicator that reflects the employee's achievement of the approved indicators for each competency identified for the levels indicated in the form according to the competency framework that the line manager must refer to for the purposes of understanding the content of the competencies and their levels before conducting the review process, noting that the review must be carried out according to table No. (5) of the rating scale shown below:

**Table (4) Behavioral and technical competencies rating scale**

| Description  | Competencies rating scale |
|--|---------------------------|
| Efficiently and effectively demonstrated the required competencies throughout the whole year<br>Significantly exceeded the specific performance indicators for competencies (100% and more)<br>Demonstrated more competencies than the expected level of his/her job grade.<br>He/she initiated suggestions and initiatives that were taken into consideration and implemented in his/her entity | <b>5</b>                  |
| Efficiently and effectively demonstrated the required competencies.<br>Achieved the specific performance indicators for competencies (85-99%)<br>His/her demonstrated competencies had a clear and tangible positive impact on the department or the sector in which he/she works at<br>He/she made positive suggestions and initiatives   | <b>4</b>                  |
| He/she demonstrates competencies and fulfills expectations in all that is expected of him/her from in terms of the level of competency (70-84%)  | <b>3</b>                  |
| He/she often demonstrates competencies and fulfills expectations (60-69%)  | <b>2</b>                  |

|  |          |
|--|----------|
| The employee's level of demonstrating competencies is consistently below average, as he/she achieves the benchmarking ratio of indicators of less than 60% in many basic areas of work | <b>1</b> |
|--|----------|

Given the importance of assessing the employee's behavioral and technical competencies process, the line manager concerned with the review should monitor the employee's performance in general and document the observations that he/she cumulatively notices on the employee in relation to the behavioral and technical competencies that the employee demonstrates during the review year, in a manner that the line manager deems appropriate, provided that all these observations should be in writing and should show the nature and date of the remarks, which enables the line manager to discuss them with the employee in a later phase during the evaluation process as they would consist a tangible evidence of the employee's adherence or non-adherence to the desired behavioral competencies as opposed to the previously agreed upon in the Annual Performance appraisal.

At the end of the review process, both the line manager and the employee should utilize the review's results in terms of their approval as inputs to the employee's individual training and development plan according to the training and development system.

If the employee is working on specific projects, the line manager in coordination with the project managers will handle the employee's annual performance review and assessment, as the performance form is available for amendment and addition throughout the year.

**B: Performance Rating**

After completing the employee's review- in accordance with the 2 above mentioned processes- the review rating should be signed by the employee. This signature does not show his/her acceptance of the result, but rather that he/she has been informed of such. The overall performance ratings are calculated as follows:

- Overall objective score: is calculated by multiplying the performance rating point by its relevant weight independently. The outcome is added up and the sum of all products is taken.

- Overall competency score: is calculated by totaling the results and dividing it by the number of agreed competencies (equal weight of competencies).
- Overall performance rating: is calculated by multiplying the overall objective and competency scores by their relevant weighting shown in table No. (6) and the sum of both is the overall performance rating,

**Table (6) the weighting guidelines of the objectives and competencies**

| Objectives           | Under Secretary/Director<br>General / Assistant Under<br>Secretary / Special A | Special B / Grade 1 /<br>Grade 2  | Grade 3 / Grade 4           | Grade 5 / Grade 6 /<br>Grade 7 |
|----------------------|--|-----------------------------------|-----------------------------|--------------------------------|
|                      | Competency level: proficient   | Competency level:<br>Practitioner | Competency level: Awareness |                                |
| Objective Weight     | 70%  | 60%                               | 50%                         |                                |
| Competency Weight    | 30%  | 40%                               | 50%                         |                                |
| Number of objectives | 4- 10  |                                   |                             |                                |
| Objective Weights    | Minimum 10% -maximum 25%   |                                   |                             |                                |

It is worth a mention that, after completing the rating calculations, the line manager should submit these ratings to the next level through the electronic system for approval, as well as to the senior director in the next level of hierarchy if the ratings fall in the categories of 5, 4 or 1, for approval prior to their submission to the moderation committee.

## **Chapter Four: Moderation, Complaints and Grievances**

### **1: Moderation process**

In order to provide fair and equitable assessment data in all sections and departments, it is necessary that the performance ratings of all employees are moderated within the federal entity through the moderation process that occurs after the annual performance review meetings are conducted and before communicating the final performance rating to employees.

The purpose of this process is to align the ratings of all employees' performance within the same Federal Government entity.

Each line manager will present the overall performance ratings of his/her direct reports, supported by evidence, and questions will be raised to ensure that the same performance rating guidelines are being applied to all employees.

The committee has full powers to request any line manager to submit any data related to the overall performance ratings of his/her direct reports, then the "moderation committee" that is established in each federal entity and presided by the Undersecretary/ Director General, having the HR Director and the assistant undersecretaries as members. The main purpose of the moderation committee is to assess the levels in all federal entities and to ensure a fair and equitable evaluation. The decisions of this committee will be considered the final performance rating of each employee.

The moderation committee approves the employee's final performance rating within one month of the end of the review year, and the HR Director makes the decisions of the moderation committee. After that, the notification procedures are taken electronically through Bayanati.

The moderation committees in federal entities should distribute the employees' overall performance rating in that entity, ensuring they do not exceed the percentages stated according to the guidelines below:

**Table (7) The Distribution of Performance Ratings**

| <b>% of employees</b> | <b>Performance rating</b> |
|-----------------------|---------------------------|
| 0 -5%                 | <b>5</b>                  |
| 0-15%                 | <b>4</b>                  |
| 60-80%                | <b>3</b>                  |
| 0-15%                 | <b>2</b>                  |
| 0-5 %                 | <b>1</b>                  |

The performance distribution percentage varies between departments in the federal entity based on the organizational KPIs and the government rating for the federal entity performance results. The performance distribution guideline is necessary to ensure realistic distribution of performance ratings in the federal entity.

In the event that the moderation committee does not meet during the period specified for the approval of the review results, the HR department in the entity shall assume the committee's task in terms of approving the final results.

The Federal entity cannot modify any of the performance review results for the years prior to the review or retroactively modify them unless there is a justification and rating manipulation is evident on those results.

## **2: Complaints and Grievances**

Any employee may complain about the overall performance rating to the grievance committee formed in his/her work place within (5) working days of receiving the appraisal results. The employee rated (1) may also object to the grievance committee's decision to the objections committee in the Federal Government within (10) working days of receiving the grievance committee's decision, and the objections committee's decision will be final in this regard.

## Chapter Five: Performance related rewards and Training

### Policies

#### **1: Promotions and Periodic Bonuses**

Based on the outcome of the moderation meeting, the HR Director distributes final employees' performance rating to line managers. Line managers shall communicate the final performance results to their employees.

The UAE Federal Government entity recognizes and commits to reward high/exceptional performers in accordance with the EPMS (according to table 8 shown below). The reward is in form of periodic bonuses or promotion subject to each Federal Government entities' annual budget and in accordance with the provisions of the law and its Implementing bylaw, or any subsequent amendments thereof.

**Table (8) Performance Related Rewards**

| <b>Overall Performance Rating</b> | <b>Promotion</b>                                     | <b>Periodic Bonuses</b>                |
|-----------------------------------|--|--|
| <b>5</b>                          | Eligible for exceptional, job or financial promotion | as per executive regulation of the law |
| <b>4</b>                          | Eligible for job promotion or financial promotion    | as per executive regulation of the law |
| <b>3</b>                          | Eligible for job promotion or financial promotion    | as per executive regulation of the law |
| <b>2</b>                          | Not eligible   | as per executive regulation of the law |
| <b>1</b>                          | Not eligible   | Not eligible                           |

\* Promotions are subject to each Federal Government entity's annual budget and regulations of the Human Resources law and its executive regulation of the law.

In accordance with the mentioned above, the exceptional job promotion of an employee to 2 grades higher should be governed by the following principles:

- a. The job for which the employee is being promoted to should be vacant.
- b. The job title, objectives and responsibilities are different and higher than those he/she assumed previously.
- c. The employee's performance received the rating "5" for the review year.
- d. The employee was not subject to any administrative penalties or corrective measures, including penalties related to working hours, during the review year.

As for the job promotions, they are governed by the stipulations of the UAE Federal Government Human Resources law and its executive regulation of the law, in addition to the same above mentioned criteria and conditions, with the exception of article (c) and article (d) as the employee's performance rating should have received the rating "5" for the review year.

According to the above mentioned table, the periodic bonuses are directly linked to the Performance appraisal results; therefore they differ from one year to another.

An employee whose performance rating is within the following levels "2", "3", "4", or "5" shall be entitled to a periodic bonus in accordance with the provisions of the law and Implementing bylaw. Employees whose performance rating received "5" may receive exceptional or job or financial promotion, while employees whose performance rating received "4" may be eligible for job or financial promotion, and employees whose performance rating received "3" may be eligible for a financial promotion. The employee whose performance rating received "2" is granted a periodic bonus only, but he/she is not eligible for any type of promotion.

-Employees whose performance rating received "1" are not eligible for any periodic bonus, promotion or financial rewards, and are requested to communicate with their line managers in order to develop their performance improvement plan.

-Employees are eligible for the periodic bonus on the first of January following the elapse of at least one year from the date of appointment.

Employees whose services are terminated for any of the legally specified reasons during the review year or even during or after the issuance of final decisions concerning EPMS-related bonuses and rewards and before implementation, are not eligible to receive those bonuses and rewards or any other annual increments.

## **2: Rewards and Training Plans**

1. Employees are granted rewards and incentives in accordance with the provisions contained in the incentives and rewards system issued by the Cabinet in this regard
2. Training plans for employees are drawn up according to the training and development system approved in the Federal Government issued pursuant to the Cabinet Resolution No. (11) of 2012

# Chapter Six: Managing Underperformance and General Statements

## **1: Managing Underperformance**

Employees who are rated in the category of “Needs Improvement” are considered as low performers and low potentials. The HR department in the federal entity should take the following measures:

- 1- Issuance of a written warning to the employee to improve his/her performance in a period of three months.
- 2- In the event that the employee’s performance does not improve after the end of the mentioned period, another written warning will be issued to the employee to improve his/her performance during the last three-month warning period.
- 3- In the event that the employee’s performance does not improve after the end of the two mentioned periods above, the service of the employee concerned may be terminated due to his/her inefficiency in performing job requirements, in accordance with the provisions of the law and its executive regulation of the law.
- 4- An employee whose service was terminated due to job incompetence may file a written grievance to the complaints and objections committees in accordance with the procedures and mechanisms specified in the HR Law in the Federal Government and its executive regulation of the law.

## **2: General Provisions**

- 1- Employees with temporary contracts are given specific responsibilities and objectives that they should follow from the beginning of the contract, along with continuous and interim reviews in accordance with the stipulations of this EPMS, in order to evaluate their performance to determine whether a permanent job contract could be signed with them

upon the end of their temporary contract, given that no time elapses between the two contracts. In case the employee will not be appointed permanently, the review and evaluation procedures shall be stopped.

- 2- Part time employees are also subject to the EPMS, and their performance related pays/ increments are calculated in percentages against the number of working hours and their grades.
- 3- In case the line manager, and for any given reason, is unable to complete the employee's performance management cycle, the individual who takes on the line manager's responsibilities is requested to duly accomplish this task.
- 4- In case the employee's status changes during the year through a transfer, delegation or secondment, he/she is required to review his/her objectives. Furthermore, if the changes are directly related to the core of his/her responsibilities (for business reasons), he/she is required to reformulate his/her objectives accordingly during the interim review phase.
- 5- The performance of the employee whose grades or job responsibilities are changed after the start of the evaluation year is assessed as follows:
  - A. If the transfer or change was during the first three months from the beginning of the evaluation year, the evaluation is based on the new job responsibilities only
  - B. If the transfer or change takes place three months after the start of the evaluation year, then the employees' performance evaluation will be based on both their previous and their new responsibilities so that their previous line managers should collaborate with their new line managers manager in preparing their Annual Performance Review
- 6- The federal entity may, when evaluating the performance results of employees who are enrolled in the national service or who have extended study permits, be guided by the evaluation's results of those concerned at the National Service and Reserve for the purposes of evaluating the concerned employee or based on the academic results of the

employee exempted for study purposes or that the entity automatically conducts the evaluation process for this category. In the above two cases, the evaluation level should not exceed (4).

- 7- The performance result is calculated for current employees on the job, only if their total period of work during the evaluation year is more than six consecutive or separate months, with respect to employees whose period of work is less than (6) months due to interruption from work for an acceptable excuse, their performance is not evaluated for that year, the periodic bonus is paid to them, and no level of performance is determined
- 8- As for the new employee in the probation period, a performance form is dedicated for him/her according to the EPMS, and his/her performance is evaluated at the end of the probation period (6 months, and it may be extended for a period of 3 months). If his/her job competency is proven, he/she will be granted permanent status and his/her objectives will be updated for the remainder of the year. If the remaining period is (6) months or more, he/she will be evaluated at the end of the year like other employees, but if the period is less than (6) months, he/she will not be included in the annual performance cycle.
- 9- The federal entity may not amend the results of the employees' performance evaluation for previous years and retrospectively, unless there is a clear justification or data manipulation or results is evident
- 10- In the event that employees' performance rating received 5, 4 or 1, the next level of the Line manager will review and approve the final result
- 11- FAHR may modify or develop new forms whenever needed.