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Federal Authority For Government Human Resources



# FAQ on Employee Performance Management System

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**Q.1 Are employees performance evaluated for the year 2012 in accordance with the provisions of the performance management system or not?**

A. Yes, employee performance is evaluated for the year 2012 in all the federal authorities which abide by HR Law and the Executive list. The outcome of the evaluation obtained by the employee at the end of the year 2012 is the criteria for which his/her performance is evaluated upon.

**Q.2 Who finalizes the weight of the goals, the direct manager or the employee?**

A. The direct manager is the person directly responsible for the adoption of weight goals that are agreed upon with the employee, noted that the authority granted under the regime of direct manager does not prevent the employee from discussing it with the direct manager in regards to determining the weight but the final decision is up to the direct manager.

**Q.3 Is the employee's work limited to the goals that have been identified in the annual performance form only?**

A. No, employees are obligated with the implementation of the goals set out in the annual performance form, to do the functional tasks specified in the job description.

**Q.4 Are competencies given weight in the same manner as goals or not?**

A. No, weights are specified for goals, while competencies are measured via noting by the direct manager according to the indicators described in the general framework of behavioral competencies where it is important that the direct manager documents observations objectively in order to be discussed with the employee.

**Q.5 What is the minimum number of goals proposed by the employee?**

A. The minimum number of goals in accordance with the system is 4, from the undersecretary grade to the sixth grade respectively.

**Q.6 Are behavioral competencies selected specifically for the employee, or do they all apply?**

A. Competencies are not selected, but are determined according to the employees grade and according to table (4) specified about competencies map.

**Q.7 What is meant by the ongoing audit?**

A. Intended for the direct manager to review the employee's performance periodically (daily, weekly, or every ten days) in the light of the interest of work, and to correct the course of the employee towards achieving the goals set in the document, in terms of overcoming obstacles and stand on the strengths and support weaknesses and address them quickly. In order to avoid surprises in the interim and final review.

**Q.8 Can employees modify or change the objectives and weights during the year of evaluation?**

A. Yes they can, during the interim review which is considered to be a means for communication, correcting and feedback, where the employee and the direct manager have the liberty to amend the goals set by the employee before they are finalized on the completion of the interim review.

**Q.9 What is the purpose of determining the principles by which final evaluation ratios are set?**

A. The adoption of the distribution ratios final evaluation in the performance management system for the purposes of enabling federal authorities to know the group of employees performances in order to enhance their capacity and support it by all means available, in addition to recognizing the group with weak performance in order to guide them towards improving their performance according to assets.

### Q.10 When is the result of employee evaluation approved?

A. The result of the evaluation of the employee is not final and approved until a meeting of the moderation committee is held. Intern, notification procedures are set for the direct managers respectively about their final evaluation result.

### Q.11 What is the difference between goals and Job responsibilities ?

A. Goals are regarded with the utmost importance given the highest priority , employees are expected to strive towards achieving their goals respectively . Since employees are obligated to list 4-8 SMART goals, these goals are derived from the job description and represent the strategic goals at the organization level . There for each employee is evaluated based on the achievement of their goals which are set in the Annual Performance form . On the other hand job responsibilities or tasks are fulfilled simultaneously with goals , these responsibilities are set by the organization and specified for each job title. One main difference is that Goals are annual while tasks are expected to be fulfilled for as long as the employee holds his/her job , tasks are rarely changed unless the organizational structure or the nature of the work is changed.

### Q.12 Who sets the goals and when are they set ?

A. Each employee is expected to set or list 4-8 goals in his annual performance form, and is supposed to review these goals with his/her direct manager , for them to be certified. This process takes place in January and February of each year.

### Q.13 how are goals handled in the event of promotion, transfer, or secondment ?

A. In the event of loan, secondment, or transfer, if the situation of the employee does not change then he/she is obligated to go over and review his/her goals with the direct manager.

In the event of a promotion or a change in job responsibilities , if the change occurs prior or within the first three months of the year , then the goals are set for the new job and evaluated by the new direct manager. If the change occurs

subsequent to the first three months , then goals are set for both jobs , and evaluated by the old and new direct manager , therefore the goals from the previous job are carried on with the new job , so the employee is evaluated for his previous performance and current by his/her previous and current direct manager.

**Q.14 who is responsible for following-up the achievement of goals ?**

A. The responsibility lies within the direct manager and the employee according to the Employee Performance Management System , the direct manager is obligated to follow-up , communicate , and provide feedback whether is constructive or positive on a regular basis to ensure the work progress of his/her employees towards achieving their goals.

**Q.15 Who evaluates the annual performance of the behavioral competencies?**

A. Vested in the process of assessing behavioral competencies for each employee direct manager will discuss with the employee during the final evaluation meeting how did the employee fare in accordance with the Framework for behavioral competencies.

**Q.16 If an employee works on a project , would the employee be evaluated upon completion of the project , or at the End of the Year ?**

A. EPMS goes through three main stages , January February the employee sets his/her goals after approval by the direct manager. June and July ( interim review ) the employee discusses his/her goals with the direct manager where the employee has the chance to make changes to his/her goals before they are finalized. November and December , The employee is evaluated in the annual evaluation at the end of the year. Therefor according to the regulations of the EPMS the employee is only evaluated at the end of the year in the annual evaluation stage .

**Q.17 Who is responsible for assessing the performance in the case of a transfer or change the direct manager of the employee?**

A. If the direct managers is unable to fulfill his duties for any reason then the responsibility lies upon the person who replaced the manager directly to carry out these tasks accordingly.

**Q.18 Is there more than one person that evaluates the employee ?**

A. No, because the responsibility lies solely within the direct managers duties, in the case of a transfer , secondment or loan etc... then the direct manager is required to communicate with the new direct manager for the purpose of evaluating the employee accordingly.

**Q.19 What are the existing competencies?**

A. There is a general framework for behavioral competencies prepared by the government's strategy has nine competencies, three as a leadership and six basics and employees must abide by it and its implementation in the light of the behavioral competencies described in the frame.

**Q.20 An employee on the second grade or above , who is occupying a non-leadership role i.e.: a secretary, would he/she be evaluated based on the leadership competencies , and how would these competencies be evaluated ?**

A. All the competencies have been clarified in the EPMS , based on the that , the evaluation should include all leadership competencies mentioned for the second grade and above. In that case the direct manager should evaluate the employee based on the relevant competencies surrounding the nature of his/her job tasks.

**Q.21 If an employee , has goals that depend on the agreement or decisions of an external entity, and agreements haven't been reached in order to complete the goal , how would this goal be evaluated?**

If the incidents occurs before the second stage of EPMS ( interim review ) the direct manager has the power to alter or dismiss this goal considering the givens of the situation.



On the other hand . after the second stage ( interim review ) the goals are not subject to change, hence the direct manager should evaluate the employee based on the procedures he has completed towards achieving the goal. It is recommended when creating and wording goals , that the goal first should be a SMART goal , also flexible , and shouldn't just depend on the end result of completing the goal , but rather include procedures and tasks that should be completed in order to achieve the goal .

### **Q.22 How does the employee's work and achievements in the working groups and committees evaluated?**

The direct managers evaluate the employee participation in committees and working groups as follows:

If participation is to perform job tasks, it must be documented as a goal i.e.: an Employee in human resources management and a member of the commission proposals, could formulate his goal as follow: increase the percentage of employee satisfaction through the implementation of approved proposals from the commission proposals within a period not exceeding one month from the date of accreditation.

If outside the job tasks then it must be documented and presented as evidence in annual evaluation of behavioral competencies: (leading change) and (teamwork).

### **Q.23 If the employee holds a managerial position (by proxy), should the employee set goals for the position occupied by proxy or original position?**

In principle the Federal Law by Decree No. (11) for the year 2008 on human resources in the federal government, in explicit reference to the term proxy and if this term has been adapted within the legal framework, it is considered as scars provisions of which have been organized in the decree – mentioned above – regulations and the basis of this concept, the performance management system have addressed that in the second clause of chapter 6 of it by saying if there has been any change in the status of the employee during the year, either transfer or assignment or secondment then it must review its objectives and if the change

focused on the axis of his duties, it is necessary to reconsider the formulation and determine his goals accordingly.

**Q.24 Is there a need to review the goals by the highest official sector and is he/she entitled to change goals or suggest other goals?**

A. one of the principles of the performance management system is management by objectives and employee involvement in the planning process and making goals in order to comply with regulations and standards achieved so the employee is the basic foundation of the system and the consequent responsibility for proposing objectives and weight for each goal and agreed with the person directly responsible then comes the role of the highest official, who is primarily responsible for the effective application of the system in the discussion of the employee agreement and determine its own weight.

In terms of the role of the next level of the direct manager as a department manager or the executive director their role is important and positive and was formerly on setting goals and agreed upon as their performance based stage and planning performance through their roles assigned to them during the process of cascading goals aimed at consensus and harmony of the strategic plan and performance management and they become so identified with framework which must be within the targets to be agreed upon between the employee and the person directly responsible, in addition, the effective communication among stakeholders leads to the achievement of the goals effectively.

**Q.25 Does the EMPS apply on the new staff (during their probation period)?**

A. Yes, because new employees are subject to the application of the system, it is a tool to evaluate and decide whether the new employee should be hired or not in accordance with the provisions of paragraph 2 of article 23 of the council of ministers decision No. 13 of the year 2010 concerning regulations of the federal law by decree No. 11 of 2008 on human resources in the federal government.

Based on performance evaluation by direct manager according to clear bases in the light of the outcome of the assessment is either permanent or involuntary termination and on this basis, the new employee should be given objectives and tasks and competencies from the beginning of the evaluation with the need for a constant review and feedback and will be assessed on the extent of their competence and their performance in achieving their set goals.

**Q.26 Are recruited staff evaluated on the item rewards overall performance management system?**

A. Yes, EMPS is applicable to all employees regardless of the type and duration of the contract or grade, including part-time employees and full-time, the only exception is only for members of the judiciary and servicing jobs.



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