الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

United Arab Emirates

The Guiding Manual for the Procedures of Training and Development System

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▶ First:

Introduction

Training is defined as a planned activity aiming to develop technical, behavioral and administrative capabilities and skills of workers to enable them to provide an effective and fruitful performance leading to the achievement of the objectives of the entity / institution, and the personal objectives of the individual at the highest possible level of competency.

Training in the federal government is considered one of the means of developing human capital, which is relied upon for raising the job competencies of the employees. In its modern conception, training is considered a comprehensive work frame and a strategic option within the paradigm of developing human resources, which the federal government seeks to realize in order to stay abreast of the challenges posed by the constant change in work requirements. Training transfers technical and practical knowledge in a way that enables employee, ministers and federal entities to face any challenges posed by the knowledge rush within the work environment.

We will deal with the policies and Procedures adopted in training and development according to the federal government employee training and development system and the federal laws related to it. Also to the procedures and mechanisms of implementing the approved stages of the training and development system.

▶ Second:

The objectives

- Explaining appropriate policies and procedures related to the job performance management system, in order to be adopted by concerned individuals in human resources department, managers and all employees.
- Raising the competence of the occupational system and providing it with skills and qualifications that achieve performance competence through the realization of the following objectives:

  - Ensuring the preparation of individual development plans for employees in order to enhance their strong points, and determine their weak points related to performance and treating them.

  - Help ministries and federal entities in qualifying employees to fill current and future vacant jobs by providing them with forms of training and development.

  - Develop training and development activities by using the best modern practices related to determining training needs of ministries and federal entities, and drawing the required training plans.

- Measuring the extent of the results of implementing the training and development system on individual and organizational performance.

Training and development budget: The financial allocations for training and development within the approved budget of the federal entity. It includes the costs of training defined in the federal government employees training and development system.

Training expenses: Includes the financial expenses, fees and allocations given to the employee when joining any training entity - with the exception of salaries - in addition to other expenses related to traveling, accommodation, and per diem carried by the work entity.

Training programs: A training environment containing an educational curriculum within set training hours aiming to provide employees with the necessary knowledge, skills and competences according to the pre-set training plan.

Educational leave: A leave with paid salary and expenses or only the salary, given to the citizen employee to obtain a higher scientific qualification in or out of the country. It may be either h full- or part - time, according to the provisions of the Degree by Federal Law No. 11, for the year 2008 and its amendments and executive regulation.

Job shadowing: A type of training in which an employee shadows another qualified and specialized employee of high competence during daily roles to benefit from their experience in the work.

Job rotation program: A form of training in which the employee is rotated according to a time schedule to sections and departments belonging to the job entity in order to perform specific roles to enrich their experience of the job roles and the services provided by the entity.

Applied roles: A form of training aiming to train employees on roles within a project or work team outside the scope of their direct work.

Seminar / conference: A meeting coordinated in advance for the purpose of transferring expertise, providing consultations and exchanging information between the attendees.

Analyzing training needs: It is a study that enables the ministry or the federal entity to identify the necessary training requirements of their employees. It is relied upon when preparing training plans in order to ensure that training would treat knowledge, skills and competencies defects in an effective and cost beneficial way, in order to enable the entity to effectively perform its roles.

Training plan and organizational development: A plan prepared on the level of the ministry or federal entity. It includes: the necessary forms of training and development for their employees. Training needs are determined according to an annual schedule in the light of the approved training and development budget.

Individual development plan (IDP): It is a work plan prepared in a way that suits the job of the person concerned with the development of specific competencies (knowledge, technical, behavioral, leadership or basic). It should improve their performance of their current job or prepare them to undertake other new responsibilities.

Internal trainer: A ministry or federal entity employee who enjoys high ability and competence, charged with providing specific training programs.

The Mentor: An employee who enjoys high ability and competence. He is charged with playing the role of the teacher for the employee to be trained in a job shadowing program.

The supervisor: An employee assigned by his direct supervisor to ensure a trainee employee is implementing the applied roles training program.

▶ Fourth:

The Policy

a - Legal references (concerned provisions)

Policies and procedures are connected to Human Resources Law of the Federal Government No. 11, of the year 2008, and its amendments and executive regulation, as explained below:

Legal reference	Concerned provisions		
§	Federal Government Human Resources Law No. 11, of the year 2008, and its amendments	(Articles 47 - 49)	
§	The executive regulation of the Federal Government Human Resources Law	(Articles 41 - 44)	
§	Cabinet Decree No. 11, of the year 2012, regarding the training and development system.		

b - Conditions and controls (general conditions)

First: Principles of training and development

The training and development system is based on a number of principles. The most important of which are:

- o Establishing a comprehensive relation between the priorities of the federal government strategy and the training and development requirements.
- o Enhancing the connection between the performance management system and the training and development system by setting a prior conception and plan to determine training requirements according to the priorities of the ministry or the federal entity on one hand, and the results of performance evaluation on the other.
- o Providing continuous and comprehensive training and development opportunities for all federal government employees.
- o Ensuring transparency, fairness, equality and equal opportunities in the training and development process, regardless of the job category to which the employee belongs.
- o Setting criteria to measure the extent of the influence of the results of implementing training and development programs on individual and organizational performance.

Second: The stages of the training and development system

The training and development plan in the federal government is formed of four principle stages which collectively form the foundation of the system, whether on the federal entity level or on the individual level. They are:

- o Determining the requirement of training and development.
- o Planning training and development programs.
- o Implementing training and development programs.
- o Reviewing the effectiveness of training and development programs.

A. The stages of the training and development system on the federal entity level

Studying and determining training and development requirements:

The human resources department or the training concerned department in every ministry / federal entity, during the months of February and March of each year, prepares a report on the analysis of the annual training requirements on the level of the federal entity, deepening on several sources that include:

- o The strategic objectives of the ministry / federal entity.
- o The analysis of the data of the of employee annual performance evaluation results.

- A description of jobs and a comparison to the scientific qualifications and practical experience of the incumbents.

- Investigating the reasons behind employee resigning.

- Feedback from direct managers and managers, employee surveys and revising job roles and any other concerned sources.

- Determining future competencies, capabilities and knowledge that employees of all job categories must acquire in order to achieve the objectives set for them.

- Knowing the level of competencies or knowledge required to enable employees to improve their current levels of performance.
- Changes in work system and conditions.

- Reviewing employee individual development plan.

- The organizational evaluation of the ministry / federal entity.

- Restructuring and the training required for newly created jobs.

Preparing the training and development plan:

Human resources department or the department concerned with training, during the months of March and April of each year, prepares a training and development plan. Human resources department should take the following into consideration when preparing training and development plan:

1. The types of training solutions for each job group, including compulsory training.

2. The special description of training solutions.

3. The results desired from every training solutions.

4. The duration set for training solutions.

5. The number of beneficiaries from training solutions.

6. The proposed timetable for training.

7. The total expensed of training solutions.

Training and development budget:

In view of the importance of training and development, the federal government allocates for each ministry or federal entity, in the annual budged, an item specific for training and development, which enables them to implement the annual training and development plan. This item covers the following expenses:

1. Cost of training for all types of training contained in the annual training and development plan.

2. The cost of developing any internal training program. It includes the fees of trainers or training material and facilitates (designing training material and logistic services associated with it).

3. Cost of conferences and seminars.

4. Travel allowance, accommodations and living expenses for employee sent to a training course or a program.

It is worth mentioning here that the training and development plan budget must be prepared and submitted during the month of May, as part of the training and development plan (in accordance with form A, attached to the training and development management system). However, in case of adding any training programs that were not previously planned, it will require the approval of the minister, or whomever he delegates, based on a recommendation by the human resources department.

Implementing and reviewing the annual training and development plan:

o   The ministry / federal entity must properly implement its annual plan. They must conform to the forms of training, the mechanisms of implementation and the time set in the training plan, provided that they reflect the elements and activities that will be implemented.

o   Periodical six-monthly review to be carried out to note the amendments dictated by the interest of work on the strategic or practical level, or what is related to the budget or any other emergency cause.

o   The ministry / federal entity may amend the annual training and development plan anytime and for any reason they see fit, according to the requirement of work interest, based on suggestions from the department or section concerned with coordinating with the human resources department and the approval of upper management, provided the total amount for training does not exceed that allocated in the budget.

o   The human resources department must provide the Federal Authority for Government Human Resources with a copy of the approved training and development plan or any amendments made to it.

Reviewing the effectiveness of the annual training and development:

The ministry or federal entity must measure the effectiveness and return of training and development, submit reports to the Federal Authority for Government Human Resources that include the rates and indicators listed below, every six months, according to the mechanism set by the Authority:

The extent of commitment to the annual training and development plan

- o The number of actual days that the employee spent in training.

- o The extent of commitment to the set times for the types of training.

- o The number of employees having individual development plans.

- o The extent of comprehensiveness of the training programs for job categories.

- o The percent of employee satisfaction with the forms of training.

- o Percent of employees whom the training plan contributed to improving their performance.

- o The number of direct managers who noticed an improvement in the performance of their employee as a result of training.

Given that the Federal Authority for Government Human Resources will review these indicators for the purpose of amending them in a way that suits the federal government.

B. The stages of the training system on the individual level

Determining and planning training and development requirements;

- The individual development plan is an important tool to help employees develop their capabilities and enhance the level of performance and achievement of set occupational objectives.

- The input of the individual development plan is in the first part based on the results of performance evaluation which is considered the main entrance to preparing the plan. The employee career path is taken into consideration.

- The individual development plan must be in line and compatible with the annual training and development plan of the ministry or federal entity due to its importance in achieving future objectives, the most important of which is the participation in qualifying employees to fill jobs with higher roles than their present ones.

- The individual development plan includes the following:

A Objectives of development.

B. Setting clear criteria to measure the achievement and realization of each of the objectives of development.

C. The required steps to achieve all the objectives of development.

D. The required support to achieve all the objectives of development.

- The individual development plan must provide employees with different expertise, in line with their the level of their performance and capabilities, and the general framework of the capabilities and criteria set by the Federal Authority for Government Human Resources.

Implementing and reviewing the individual training and development plan:

- The employee and the direct manager must abide by what is provided in the individual development plan. The direct manager must review the plan with the employee every six months, taking into consideration the types of training listed in the annual plan approved by the ministry or federal entity

- In case the employee was transferred to another job within the year, the new direct manager must review, along with the employee, the individual training plan to ensure whether it needs amending or not, and keeping it in line with the new roles and objectives by selecting the forms of training that suit the new roles, provided that those training forms are listed in the approved annual plan.

Reviewing the effectiveness of the individual training and development plan:

To ensure the success of the effectiveness of the individual training and development plan, the ministry or federal entity must, through the department concerned with training, measure the effectiveness of training and development for the employee. The employee performance is measured by feedback from the direct manager who has to state the extent to which training has reflected on the productivity and performance of the employee at work, in line with the objectives set in the individual development plan and the increase in the rate of performance in accordance with the evaluation scale of the performance management system.

Reviewing training output, including the improvement of training programs and responding to any change in requirements.

Determining training and development priorities and requirements based on strategic requirements and short term needs and immediate requirements

تحديد   1
احتياجات التدريب
والتطوير

4   مراجعة
فعالية برنامج
التدريب والتطوير

2 - تخطيط
برنامج التدريب
والتطوير

تحديد   1
احتياجات التدريب
والتطوير

Annual training schedule, budget, curricula, and determining the necessary sources to support development needs

Implementing the scope of training solutions and opening training records.

Implementing on the level of individuals:

Evaluating training programs and reviewing acquired skills

Determining employee individual development objectives

تحديد   1
احتياجات التدريب

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فعالية برنامج
التدريب والتطوير

2 - تخطيط
برنامج التدريب
والتطوير

3 - تطبيق
برنامج التدريب
والتطوير

Setting individual plans for employees

Implementing specific necessary measures to achieve all individual objectives

Figure 2 shows the training and development plan stages cycle on the organizational and individual levels

Third: Forms of training

1. Training courses and programs

2. Educational leaves and Scholarships

3. Job rotation and developmental secondment

4. Applied roles

5. Job shadowing program

6. Delegation.

7. Conferences, seminars and official roles

8. Job succession planning program

 * Note: For a detailed statement on all forms of the federal government approved training listed above, please see the training and development system in the federal government, approved by Cabinet Decree No. 11, of the year 2012.

For more details on concerned terms, conditions and controls, please visit the official site of the Federal Authority for Government Human Resources to view the Federal Government Human Resource Law No. 11, of the year 2008, its amendment and executive regulation, and training and development plan in the federal government, approved by Cabinet Decree No. 11, of the year

1.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of determining training and development needs and the individual development plan:

No.	Procedure	Organizational unit	Responsibility
1	Preparing a list of required data (strategic objectives, basic data on employee, future competencies and abilities of employee, level of skills and knowledge required, points of weakness in performance, and any necessary training needs) based on the annual / strategic plan of ministries / federal entities.	The department / The section concerned with training and development	Department manager / training concerned department
2	Obtaining some required data (employee qualifications and previous experience - current level of competencies - employee's current level of competency for current and future job) through a "Bayanati" system.	The department / The section concerned with training and development	Concerned employee at the department or section of training and development
3	Exploring the opinions of managers regarding training and development needs analysis through training requirement analyzing questionnaires.	The concerned department and the department / section concerned with training and development	Department manager / training concerned department
4	Preparing comprehensive reports regarding the analysis of training needs based on several axes that include: Strategic objectives, training priorities, opinions of direct managers of training, proposed solutions, methodology, implementation and estimated cost.	The department / The section concerned with training and development	Department manager / training concerned department
5	Signing off the training needs analysis report.	Human resources department	Manager of human resources department
6	Signing off the training needs analysis report.	Upper management	Upper management

* All procedures shall be activated in the following stage within the "Bayanati" system

1.2: workflow

Determining training and development needs and the individual development plan	
The department / The section concerned with training and development	Start

Preparing a list of required data (strategic objectives, basic data on employee, future competencies and abilities of employee, level of skills and knowledge required, points of weakness in performance, and any necessary training needs) based on the annual / strategic plan of ministries / federal entities.

| Department manager / training concerned department | 1.1 |

Obtaining some required data (employee qualifications and previous experience - current level of competencies - employee's current level of competency for current and future job) through a "Bayanati" system.

| Concerned employee at the department or section of training and development | 1.2 |

Preparing comprehensive reports regarding the analysis of training needs based on several axes that include: Strategic objectives, training priorities, opinions of direct managers of training, proposed solutions, methodology, implementation and estimated cost.

| Department manager / training concerned department | 1.4 |

Exploring the opinions of managers regarding training and development needs analysis through training requirement analyzing questionnaires.

| Department manager / training concerned department | 1.3 |

Human resources department

Signing off the training needs analysis report.

| Department manager / training concerned department | 1.5 |

Upper management

Signing off the training needs analysis report.

| Upper management | 1.6 |

End

Key of workflow
- Horizontal flow indicates concerned departments
- Squares indicate the procedure included in the operation
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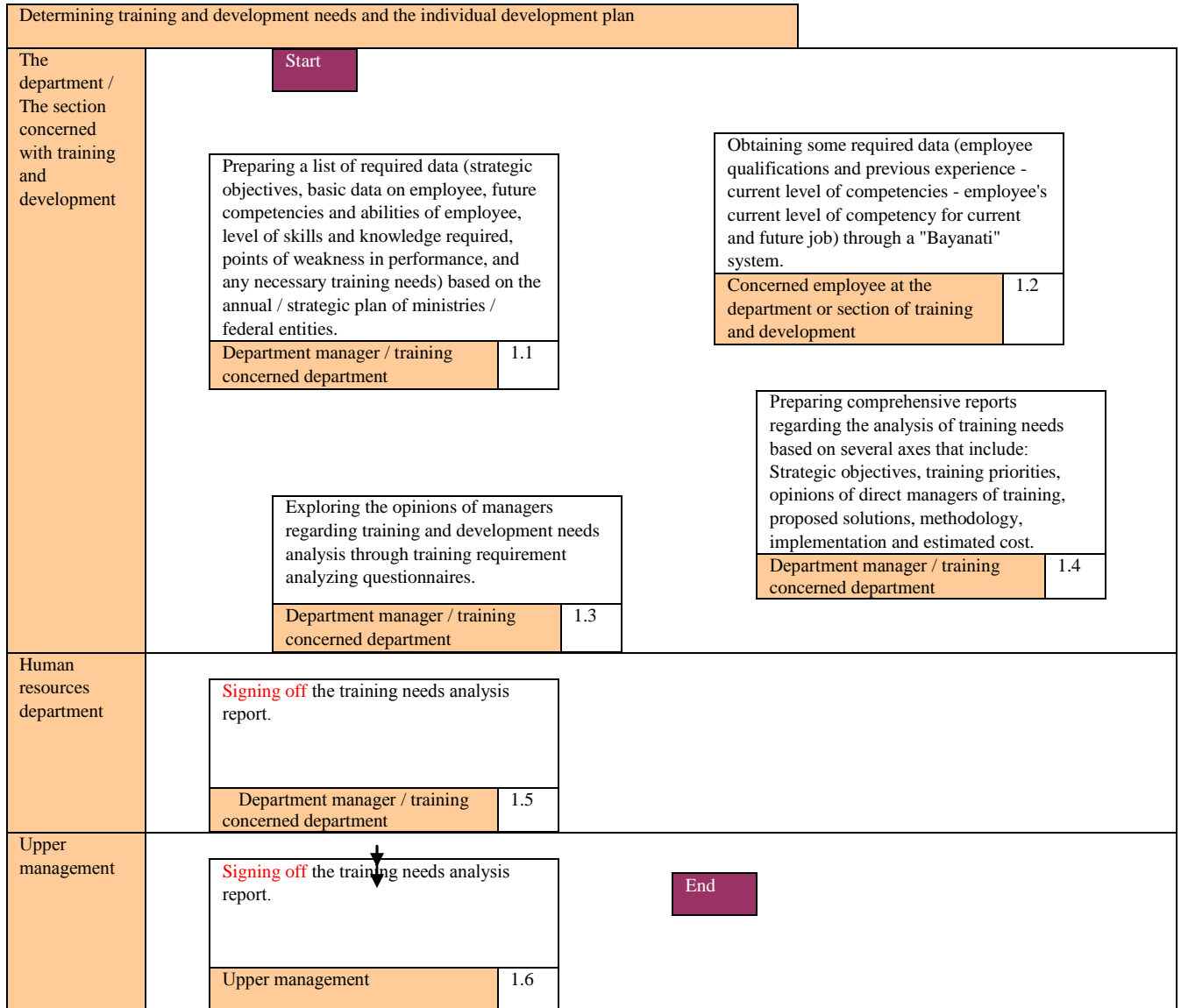- The green color indicates that the Procedure is accomplished through "Bayanati" system

2.1: Procedures and execution mechanisms
The following are the most important steps of the required Procedures to manage the process of preparing the training and development plan:

No.	Procedures	Organizational unit	Responsibility
1	Drafting the annual training and development plan that includes the explained details and approved measures for the training and development plan.	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
2	Referring to and consulting concerned mangers in regard to the draft of the annual training and development plan.	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
3	Confirming with the manager of financial affairs in the ministry or federal entity the degree of availability of total cost of the training and development plan.	Human resources department / Financial affairs department	Manager of human resources department / manager of financial affairs department
4	Signing off the annual training and development plan	Upper management	Upper management
5	Sending a copy of the approved training plan or any amendments made to it to the Federal Authority for Government Human Resources.	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
6	Evaluating the annual plan in the ministry or federal entity in accordance to primary performance indicators issued by the Federal Authority for Government Human Resources	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
7	Periodic evaluation and reviewing of the annual training and development plan.	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department

* All Procedures shall be activated in the following stage within the "Bayanati" system

2.2: workflow

Preparing the training and development plan	
Training and development concerned department / **Human resources department**	

Start

Drafting the annual training and development plan that includes the explained details and approved measures for the training and development plan.

| Manger of training & development department / manager of human resources department | 1.1 |

Sending a copy of the approved training plan or any amendments made to it to the Federal Authority for Government Human Resources.

| Manger of training & development department / manager of human resources department | 1.5 |

Periodic evaluation and reviewing of the annual training and development plan.

| Manger of training & development department / manager of human resources department resources department | 1.7 |

Referring to and consulting concerned mangers in regard to the draft of the annual training and development plan.

| Manger of training & development department / manager of human resources department | 1.2 |

Evaluating the annual plan in the ministry or federal entity in accordance to primary performance indicators issued by the Federal Authority for Government Human Resources

| Manger of training & development department / manager of human resources department | 1.6 |

End

Human resources department / Financial affairs department	Confirming with the manager of financial affairs in the ministry or federal entity the degree of availability of total cost of the training and development plan.	
	Manager of human resources department / manager of financial affairs department	1.3
Upper management	Signing off the annual training and development plan	
	Upper management	1.4

Key of workflow

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3.1" Procedures and execution mechanisms

The following are the most important steps of the required Procedures to manage the process of budgeting training and development:

No.	Procedures	Organizational unit	Responsibility
1	Preparing the draft budget using the cost of one training form provided externally, using the approved form.	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
2	Determining the approximate number of participants in every course. It has to be based on a realistic estimate.	Training and development concerned department	Manger of training and development department
3	Calculating the cost of all training forms and the total budget proposed for the entity.	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
4	Summing up all organizational units budgets in the approved form, in one budget and discussing it with the manager of human resources	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department

No.	Procedures	Organizational unit	Responsibility
5	Conducing and introducing amendments to the budget, if required.	Training and development concerned department	Manger of training & development department
6	Signing off and submitting that budget as a part of the allocation process for the ministry or federal entity and human resources department.	Human resources department / finance department	Manager of human resources department / financial department manager
7	Approval as a part of the annual budget allocation process.	Upper management	Upper management
8	Conducing any required amendments to the budget of the organizational unit	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
9	Issuing the final training and development budgets for the concerned entity.	Training and development concerned department / Human resources department	Manger of training & development department / manager of human resources department
10	Recording budget data in "Bayanati" system.	Training and development concerned department	Manger of training & development department

* All procedures shall be activated in the following stage within the "Bayanati" system

3.2: pocedure workflow

Budgeting training and development :		
Training and development concerned department / Human resources department	**Start** Preparing the draft budget using the cost of one training form provided externally, using the approved form. Manger of training & development department / manager of human resources department — 1.1	Calculating the cost of all training forms and the total budget proposed for the entity. Manger of training & development department / manager of human resources department — 1.3
Human resources department / finance department		
Upper management		
The department training and development	Determining the approximate number of participants in every course. It has to be based on a realistic estimate. Manger of training and development — 1.2	

		department and concerned employee		

:	

| Training and development concerned department / Human resources department | **End**

Summing up all organizational units budgets in the approved form, in one budget and discussing it with the manager of human resources

The manager of training and development / Human resources department manager — 1.4 | Conducing any required amendments to the budget of the organizational unit

The manager of training and development / Human resources department manager — 1.8

Issuing the final training and development budgets for the concerned entity.

The manager of training and development / Human resources department manager — 1.9 |
| Human resources department / finance department | Signing off and submitting that budget as a part of the allocation process for the ministry or federal entity and human resources department.

Manager of human resources department / financial department manager — 1.6 | |

Upper management		Approval as a part of the annual budget allocation process.			
		Upper management	1.7		
The department of training and development		Conducing and introducing amendments to the budget, if required.		Recording budget data in "Bayanati" system.	End
		Manger of training and development department	1.5	Department manager	1.10

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☐ The green color indicates that the Procedure is accomplished through "Bayanati" system

4.1: Procedures and execution mechanisms

The following are the most important steps of the required Procedures to manage the process of preparing the individual development plan:

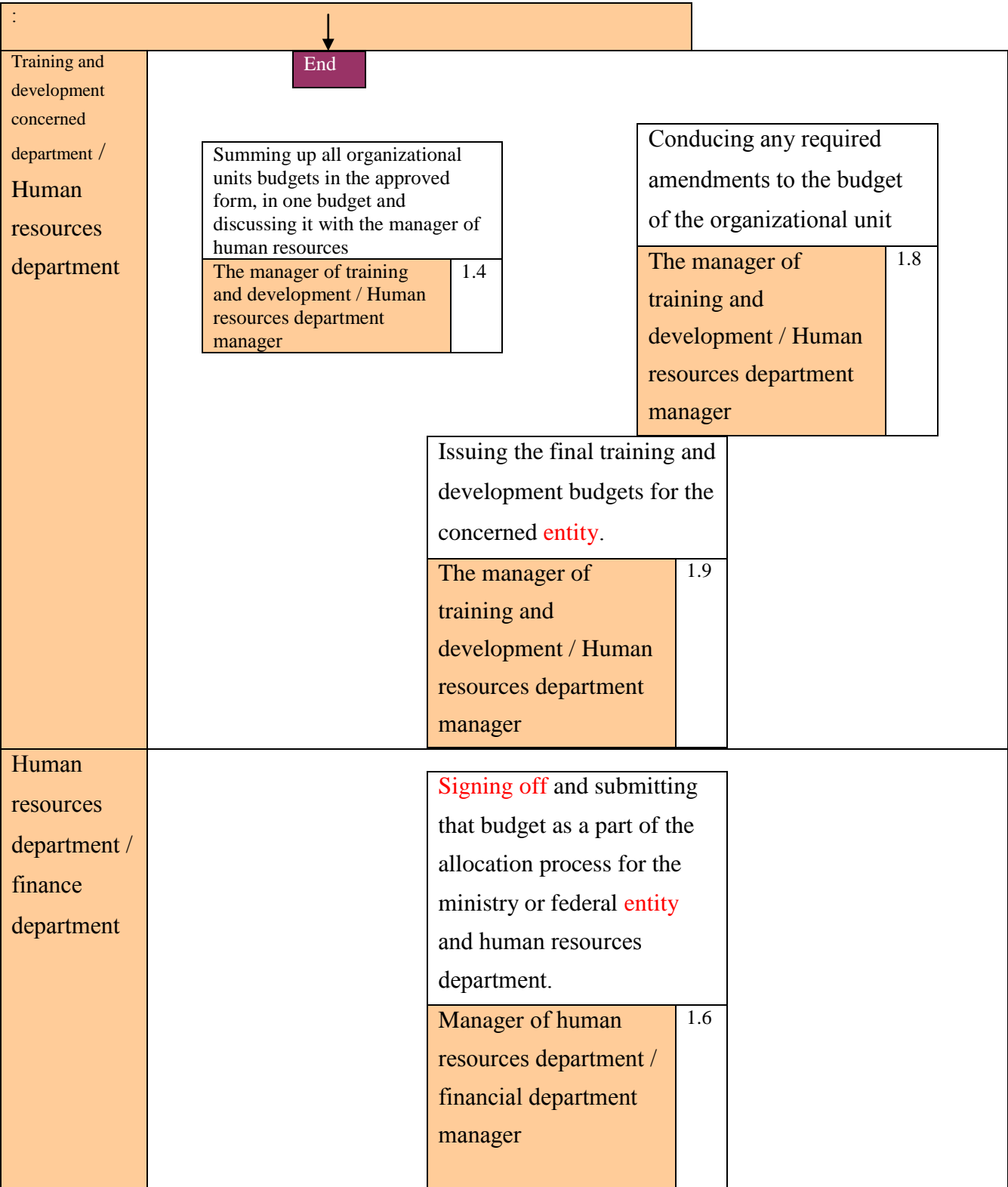| No.	Procedures	Organizational unit	Responsibility
1	Circulating the individual development plan.	The department concerned with training and development	Department manager
2	Preparing a conception of the individual development plan	concerned departments.	Concerned employee
3	Reviewing the plan with the employee, twice at least, every year according to the bases and controls issued by the Authority.	The department concerned with training and development	Department manager / direct managers
4	Reviewing the individual plan with the employee and signing off it	concerned departments.	Direct manager / the employee
5	Reviewing individual plans of employees of a performance level that exceeds expectations and above and needs improvement	Human resource department	The concerned employee
6	Signing off individual plans of employees of a performance level that exceeds expectations and above or the improvement plan of those who received a "need improvement" for performance evaluation	Upper management	Upper management

* All procedures shall be activated in the following stage within the "Bayanati" system

↓

4.2: procedure workflow

Individual development plan:				
The department concerned with training and development	**Start** — Circulating the individual development plan. `1.1`		Department manager ↓ `1.3`	
Upper management	Signing off individual plans of employees of a performance level that exceeds expectations and above or the improvement plan of those who received a "need improvement" for performance evaluation — Upper management `1.6`		**End**	
concerned department.	Preparing a conception of the individual development plan — Concerned employee `1.2`		Reviewing the individual plan with the employee and signing off it — Direct manager / the employee `1.4`	
Human resource department	Reviewing the plan with the employee, twice at least, every year according to the bases and controls issued by the Authority. — Department manager / direct manager `1.5`			

Key of workflow
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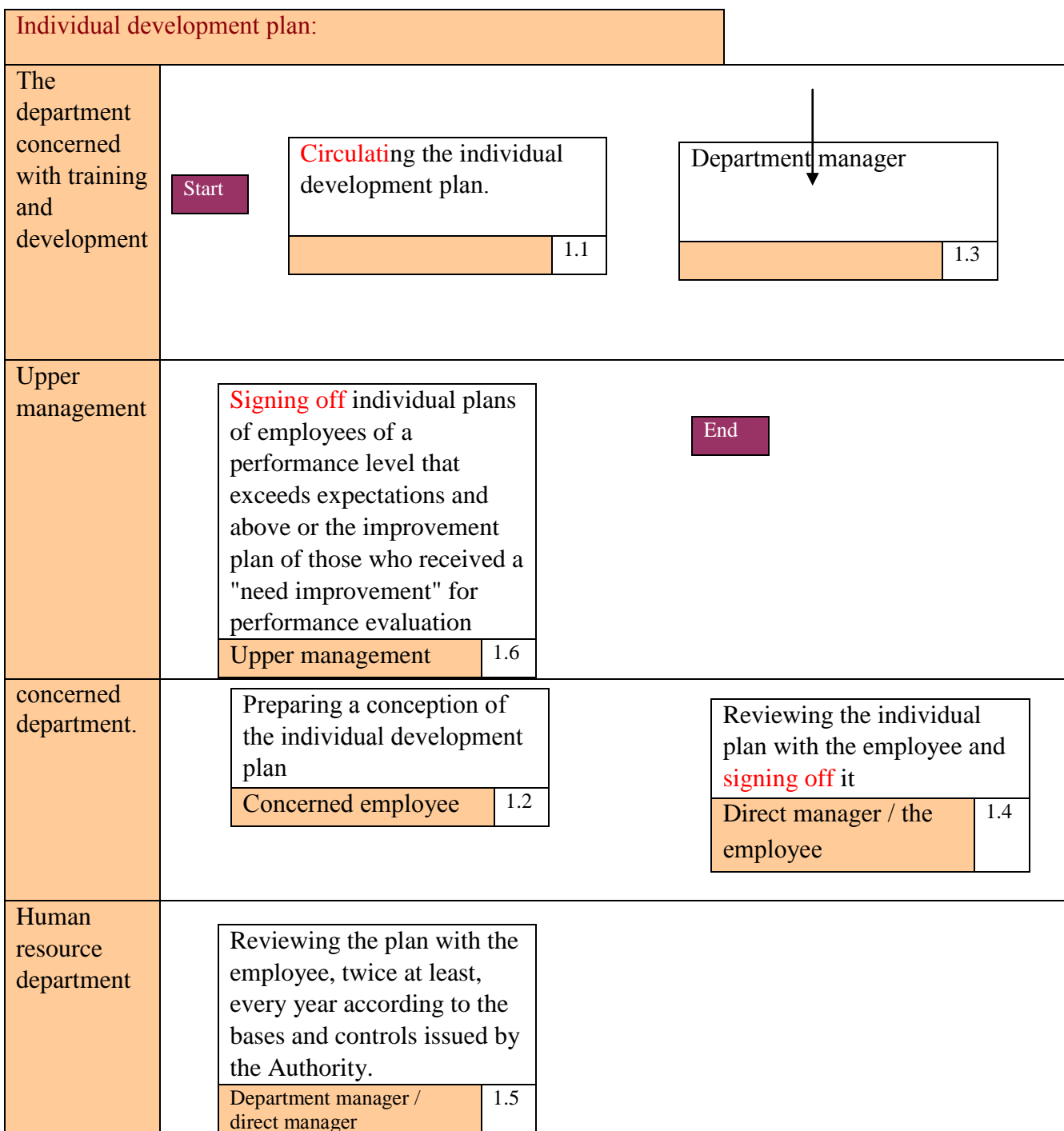
5.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of internal training

No.	Procedures	Organizational unit	Responsibility
1	Determining internal programs according to the training and development plan that will be internally implemented.	The concerned training and development department / Human resources department	training and development Manager / Human resources department Manager
2	Determining suitable internal trainers for providing training services	The concerned training and development department / Human resources department	Training and development Manager / Human resources department Manager
3	Ensuring the ability of internal trainers to perform training roles.	The concerned training and development department / Human resources department	Training and development Manager / Human resources department Manager
4	Informing internal trainers of the objectives of the training program.	The concerned training and development department / Human resources department	Training and development Manager / Human resources department Manager
5	Preparing a study / conception of the training program.	The concerned training and development department	Internal trainer
6	Signing off the scientific material.	The concerned training and development department	training and development department manager
7	Holding the training program	The concerned training and development department	Internal trainer
8	Updating employee / trainer register data with the number of training days implemented	The concerned training and development department	Concerned employee

* All procedures shall be activated in the following stage within the "Bayanati" system

5.2: workflow

Internal training

The concerned training and development department / Human resources department	

Start

Determining internal programs according to the training and development plan that will be internally implemented.

Training and development Manager / Human resources department Manager	1.1

Determining suitable internal trainers for providing training services

Training and development Manager / Human resources department Manager	1.2

Informing internal trainers of the objectives of the training program.

Training and development Manager / Human resources department Manager	1.4

Ensuring the ability of internal trainers to perform training roles.

Training and development Manager / Human resources department Manager	1.3

The department of training and development

Signing off the scientific material.

The manager	1.6

Preparing a study / conception of the training program.

Internal trainer	1.5

Holding the training program

Internal trainer	1.7

Updating employee / trainer register data with the number of training days implemented

		Concerned employee	1.8
		End	

Key of workflow

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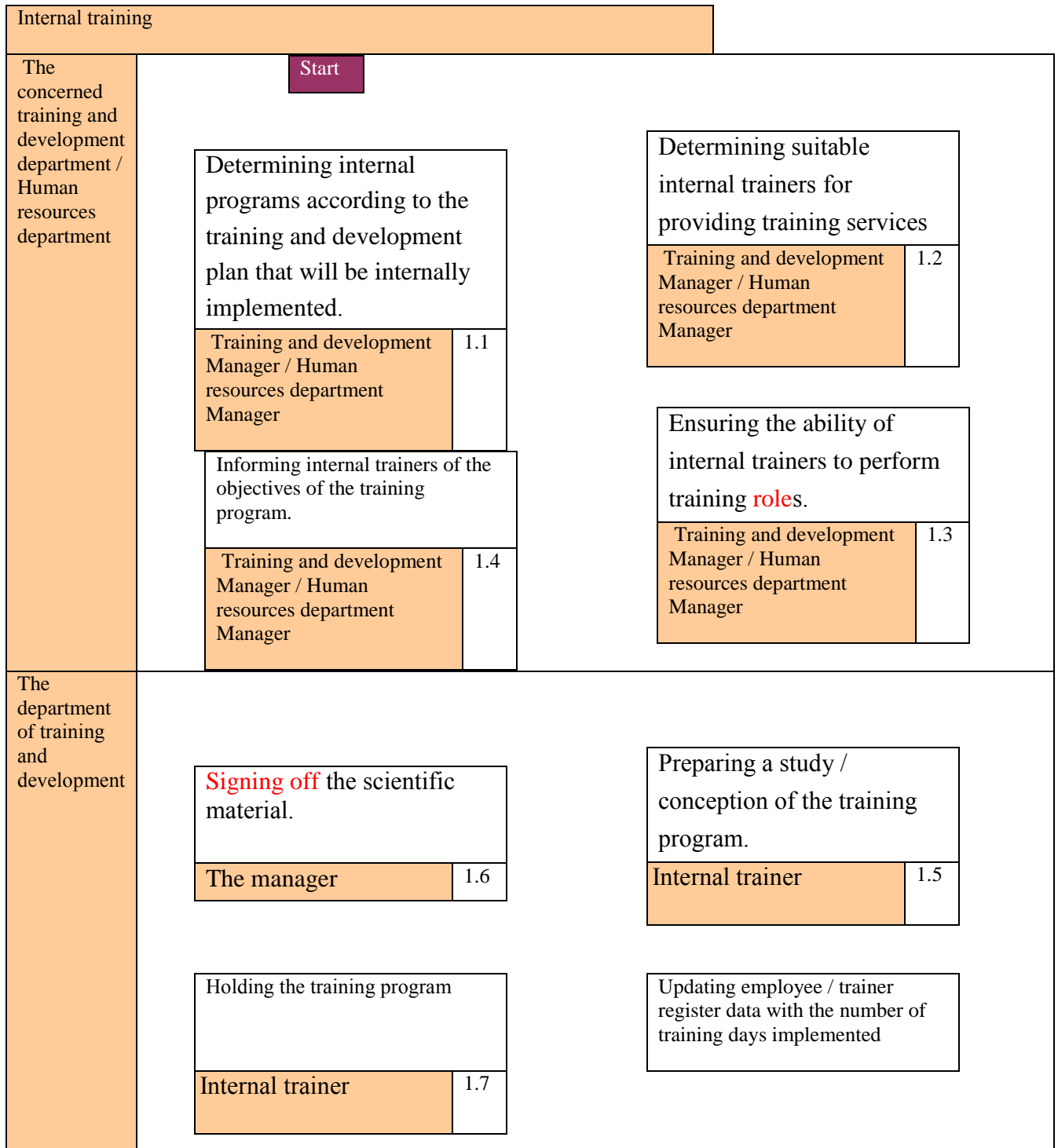◻ The green color indicates that the Procedure is accomplished through "Bayanati" system
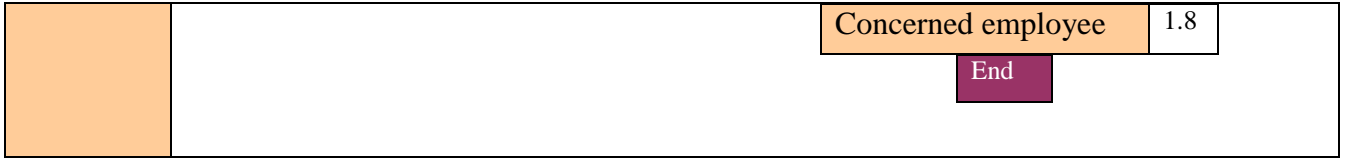
6.1: Procedures and execution mechanisms

The following are the most important steps of the required Procedures to manage the process of subscribing to training courses

No.	Procedures	Organizational unit	Responsibility
1	Determining training priorities according to the individual development plan.	Concerned department.	Department managers / direct managers
2	Reviewing the development plan to determining the date of training course suitable for the employee, in coordination with the direct manager.	Concerned department.	Direct manager / concerned employee
3	Filling all data in the subscription form.	Concerned department.	Concerned employee
4	Signing off the date of joining the training course.	Concerned department.	Direct manager
5	Sending the subscription form to the course after the approval of the direct manager.	Concerned department.	Concerned employee
6	Reviewing training course subscription date for assurance and completion.	The concerned department of training and development	Employee in charge of coordinating training and development
7	Confirming training course subscription with the direct manager so that the employee's data and details are recorded in the human resources department system	The concerned department of training and development	Employee in charge of coordinating training and development

No.	Procedures	Organizational unit	Responsibility
8	Updating training and development budget of the concerned section through determining the total cost of the training course.	Concerned department.	Employee concerned with coordinating training and development
9	Circulating prior instructions a week before the set date for starting the course that include (place, time, any required details, undertaking to abide by training terms).	Concerned department.	Employee concerned with coordinating training and development
10	Sending the required forms to the training providers.	Concerned department.	Employee concerned with coordinating training and development
11	Updating employees record with the details and number of days of the training course they attended	Concerned department.	Employee concerned with coordinating training and development

* All procedures shall be activated in the following stage within the "Bayanati" system

6.2: workflow

Subscribing to training courses	

concerned department.

End

Determining training priorities according to the individual development plan.	
Department managers / direct managers	1.1

Reviewing the development plan to determining the date of training course suitable for the employee, in coordination with the direct manager.	
Direct manager / concerned employee	1.2

The department concerned with training and development

Circulating prior instructions a week before the set date for starting the course that include (place, time, any required details, undertaking to abide by training terms).	
The concerned employee	1.9

Sending the required forms to the training providers.	
The concerned employee	1.10

Updating training and development budget of the concerned section through determining the total cost of the training course.	
The concerned employee	1.8

Subscribing to training courses	

concerned department.	End Filling all data in the subscription form. Concerned employee — 1.3	Signing off the date of joining the training course. Direct manager — 1.4
		Sending the subscription form to the course after the approval of the direct manager. Concerned employee — 1.5
The department concerned with training and development	Confirming training course subscription with the direct manager so that the employee's data and details are recorded in the human resources department system Employee in charge of coordinating training and development — 1.7	Reviewing training course subscription date for assurance and completion. Employee in charge of coordinating training and development — 1.6 Updating employees record with the details and number of days of the training course they attended Employee concerned with coordinating training and development — 1.11

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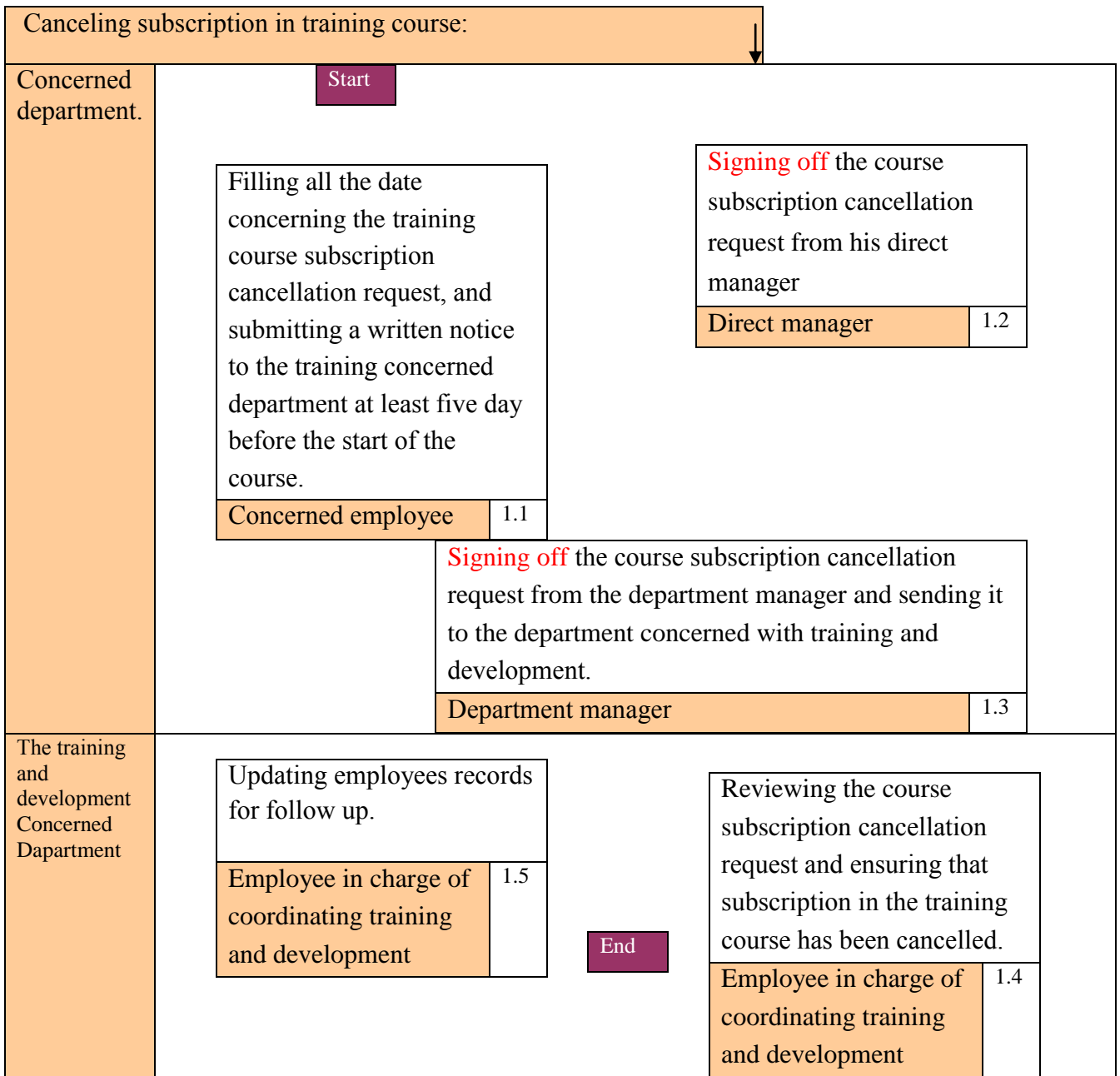
7.1: Procedures and execution mechanisms

The following are the most important steps of the procedures required to manage the process of canceling subscription in training course:

No.	Procedures	Organizational unit	Responsibility
1	Filling all the date concerning the training course subscription cancellation request, and submitting a written notice to the training concerned department at least five day before the start of the course.	Concerned department.	Concerned employee
2	Signing off the course subscription cancellation request from his direct manager	Concerned department.	Direct manager
3	Signing off the course subscription cancellation request from the department manager and sending it to the department concerned with training and development.	Concerned department.	Department manager
4	Reviewing the course subscription cancellation request and ensuring that subscription in the training course has been cancelled.	The training and development concerned department	Employee in charge of coordinating training and development
5	Updating employees records for follow up.	The training and development concerned department	Employee in charge of coordinating training and development

* All procedures shall be activated in the following stage within the "Bayanati" system

7.2: workflow

Canceling subscription in training course:

Concerned department.	

Start

Filling all the date concerning the training course subscription cancellation request, and submitting a written notice to the training concerned department at least five day before the start of the course.

Concerned employee	1.1

Signing off the course subscription cancellation request from his direct manager

Direct manager	1.2

Signing off the course subscription cancellation request from the department manager and sending it to the department concerned with training and development.

Department manager	1.3

The training and development Concerned Dapartment

Updating employees records for follow up.

Employee in charge of coordinating training and development	1.5

End

Reviewing the course subscription cancellation request and ensuring that subscription in the training course has been cancelled.

Employee in charge of coordinating training and development	1.4

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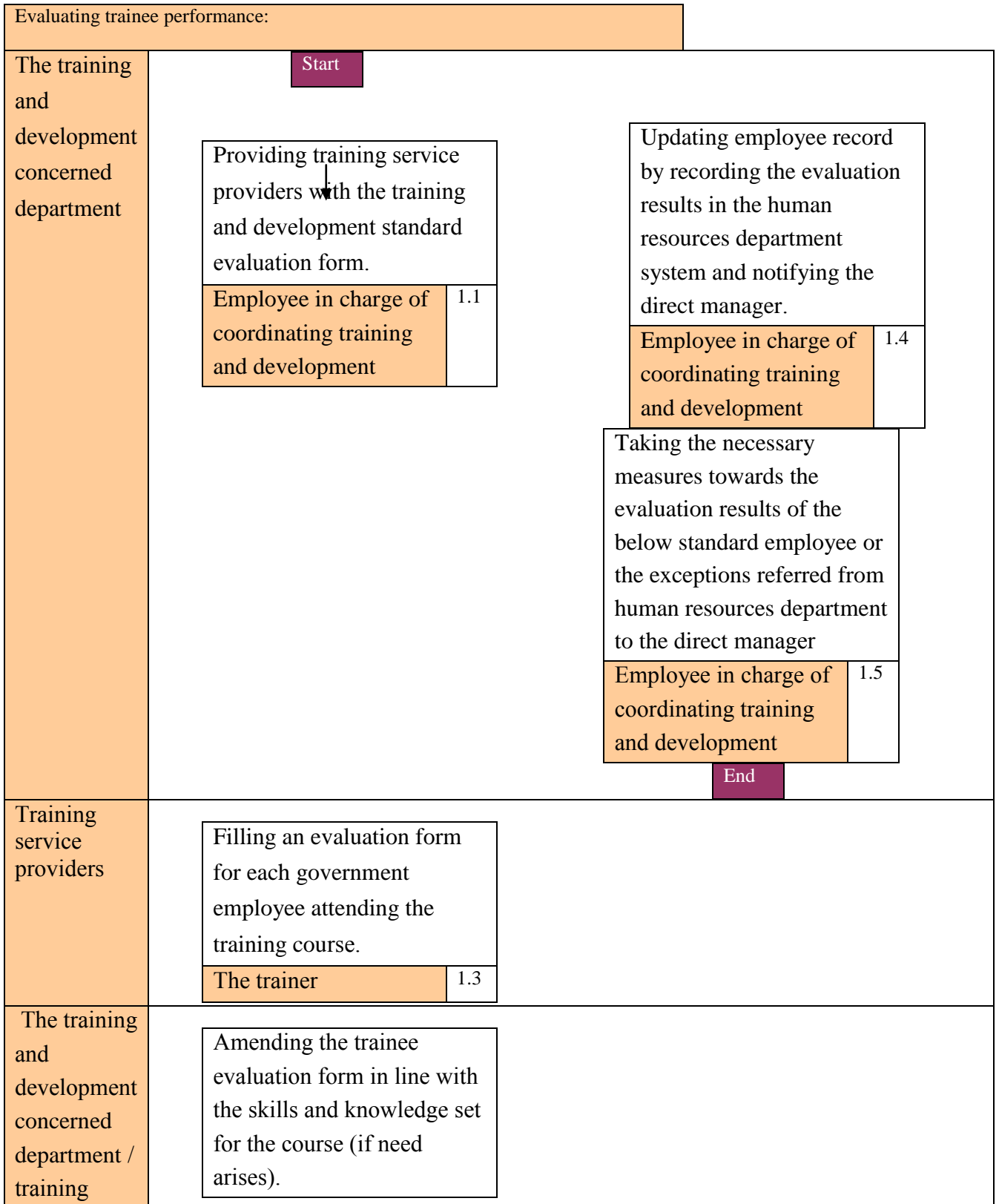
8.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of evaluating trainee performance:

No.	Procedure	Organizational unit	Responsibility
1	Providing training service providers with the training and development standard evaluation form.	The training and development concerned department	Employee in charge of coordinating training and development
2	Amending the trainee evaluation form in line with the skills and knowledge set for the course (if need arises).	The training and development concerned department / training services provider	Employee in charge at the department concerned with training and development / the trainer
3	Filling an evaluation form for each government employee attending the training course.	Training service providers	The trainer
4	Updating employee record by recording the evaluation results in the human resources department system and notifying the direct manager.	The training and development concerned department	Employee in charge of coordinating training and development
5	Taking the necessary measures towards the evaluation results of the below standard employee or the exceptions referred from human resources department to the direct manager	The training and development concerned department	Employee in charge of coordinating training and development

* All procedures shall be activated in the following stage within the "Bayanati" system

8.2: workflow

Evaluating trainee performance:	
The training and development concerned department	Start Providing training service providers with the training and development standard evaluation form. **Employee in charge of coordinating training and development** — 1.1 Updating employee record by recording the evaluation results in the human resources department system and notifying the direct manager. **Employee in charge of coordinating training and development** — 1.4 Taking the necessary measures towards the evaluation results of the below standard employee or the exceptions referred from human resources department to the direct manager **Employee in charge of coordinating training and development** — 1.5 End
Training service providers	Filling an evaluation form for each government employee attending the training course. **The trainer** — 1.3
The training and development concerned department / training	Amending the trainee evaluation form in line with the skills and knowledge set for the course (if need arises).

services provider		Employee in charge at the department concerned with training and development / the trainer	1.2	

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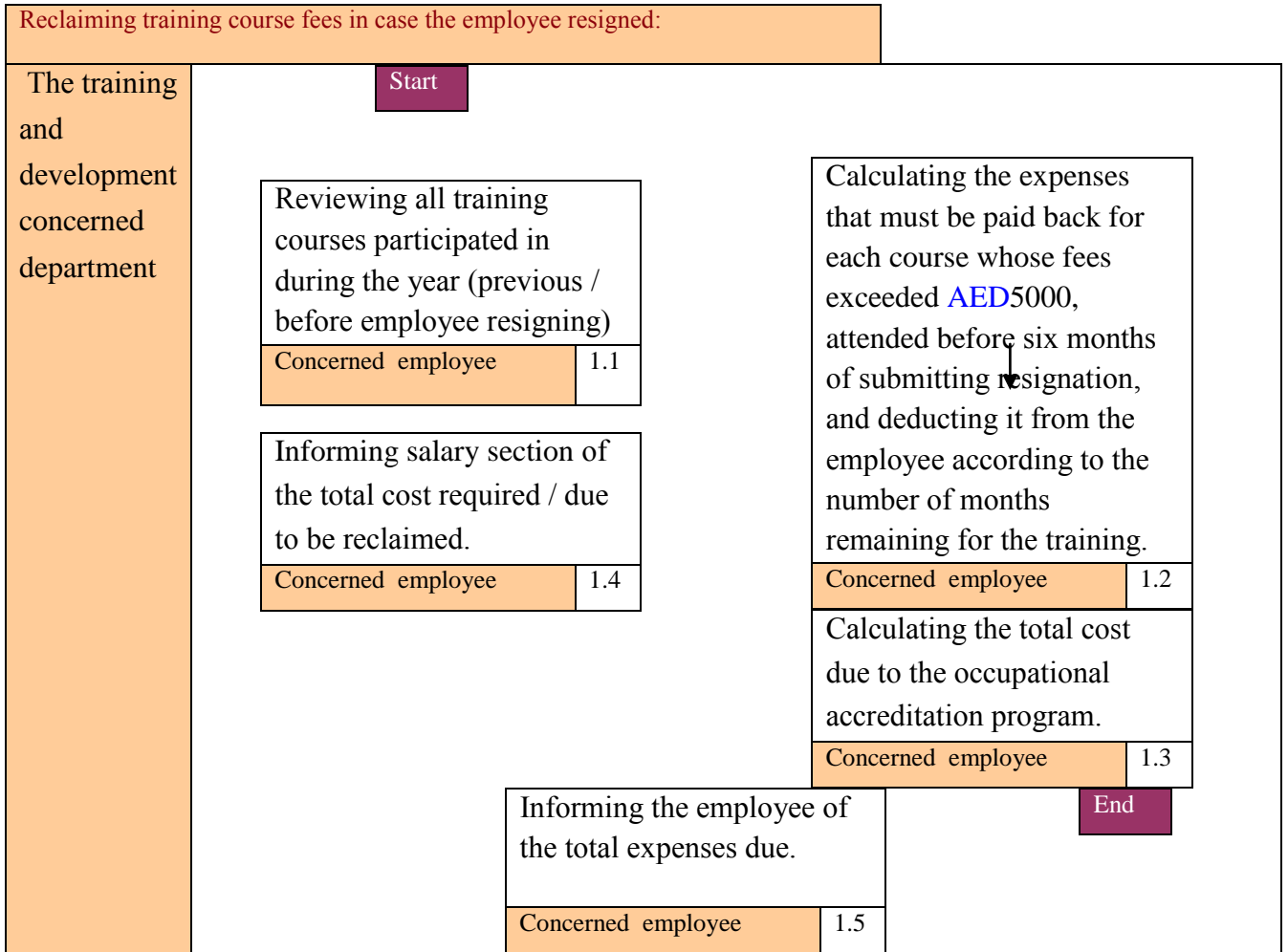
9.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of reclaiming training course fees in case the employee resigned:

No.	Procedure	Organizational unit	Responsibility
1	Reviewing all training courses participated in during the year (previous / before employee resigning)	The training and development concerned department	Concerned employee
2	Calculating the expenses that must be paid back for each course whose fees exceeded AED5000, attended before six months of submitting resignation, and deducting it from the employee according to the number of months remaining for the training.	The training and development concerned department	Concerned employee
3	Calculating the total cost due to the occupational accreditation program.	The training and development concerned department	Concerned employee
4	Informing salary section of the total cost required / due to be reclaimed.	The training and development concerned department	Concerned employee
5	Informing the employee of the total expenses due.	The training and development concerned department	Concerned employee

* All procedures shall be activated in the following stage within the "Bayanati" system

9.2: workflow

Reclaiming training course fees in case the employee resigned:

The training and development concerned department

Start

Reviewing all training courses participated in during the year (previous / before employee resigning)

Concerned employee	1.1

Informing salary section of the total cost required / due to be reclaimed.

Concerned employee	1.4

Calculating the expenses that must be paid back for each course whose fees exceeded AED5000, attended before six months of submitting resignation, and deducting it from the employee according to the number of months remaining for the training.

Concerned employee	1.2

Calculating the total cost due to the occupational accreditation program.

Concerned employee	1.3

Informing the employee of the total expenses due.

Concerned employee	1.5

End

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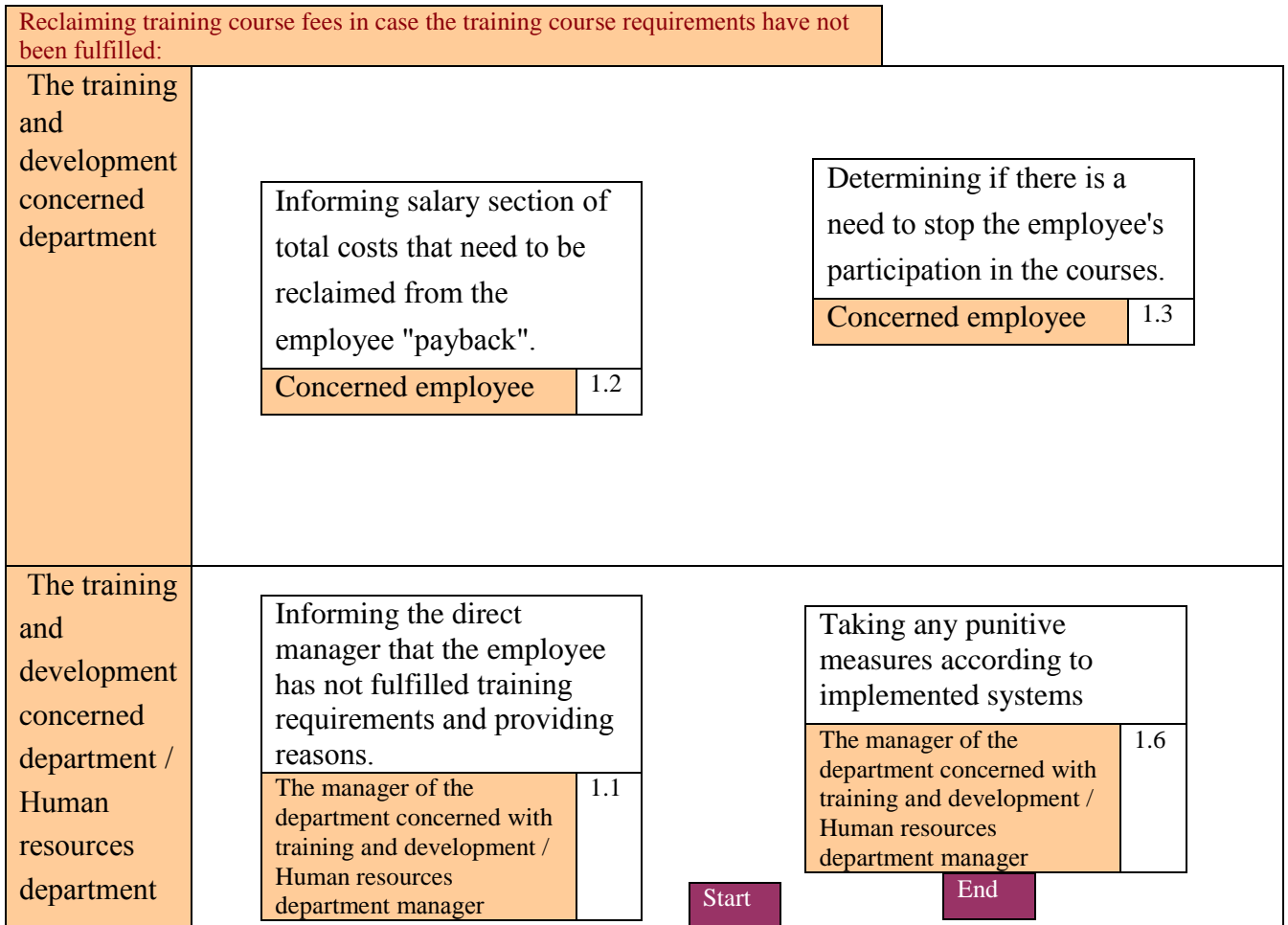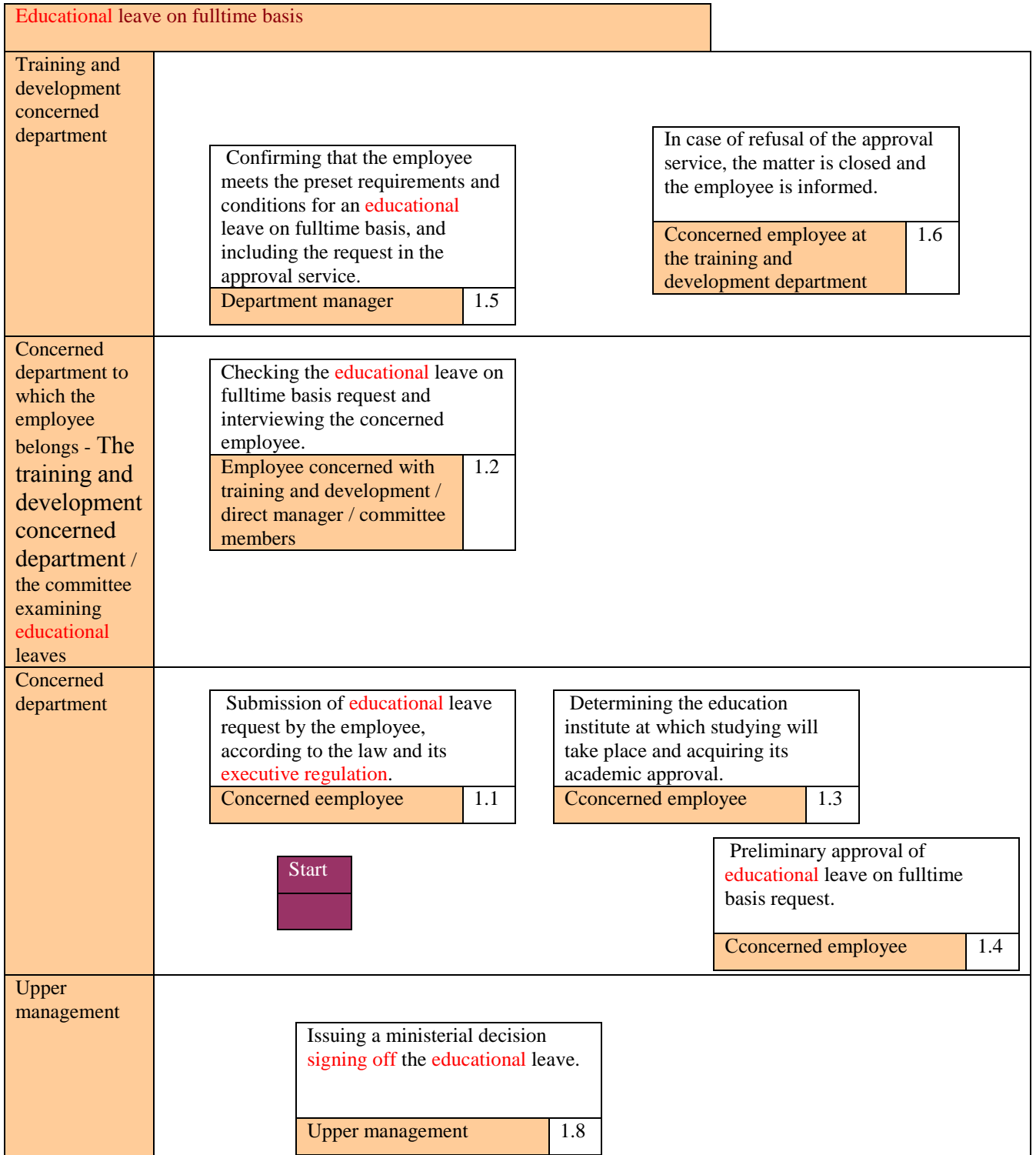
10.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of reclaiming training course fees in case the training course requirements have not been fulfilled:

No.	Procedure	Organizational unit	Responsibility
1	Informing the direct manager that the employee has not fulfilled training requirements and providing reasons.	The training and development concerned department / Human resources department	training and development department manager / Human resources department manager
2	Informing salary section of total costs that need to be reclaimed from the employee "payback".	The training and development concerned department	Concerned employee
3	Determining if there is a need to stop the employee's participation in the courses.	The training and development concerned department	Concerned employee
4	Taking any punitive measures according to implemented systems	The training and development concerned department / Human resources department	The training and development department manager / Human resources department manager

* All procedures shall be activated in the following stage within the "Bayanati" system

10.2: workflow

Reclaiming training course fees in case the training course requirements have not been fulfilled:		
The training and development concerned department	**Informing salary section of total costs that need to be reclaimed from the employee "payback".** Concerned employee — 1.2	**Determining if there is a need to stop the employee's participation in the courses.** Concerned employee — 1.3
The training and development concerned department / Human resources department	**Informing the direct manager that the employee has not fulfilled training requirements and providing reasons.** The manager of the department concerned with training and development / Human resources department manager — 1.1	**Taking any punitive measures according to implemented systems** The manager of the department concerned with training and development / Human resources department manager — 1.6

Start   End

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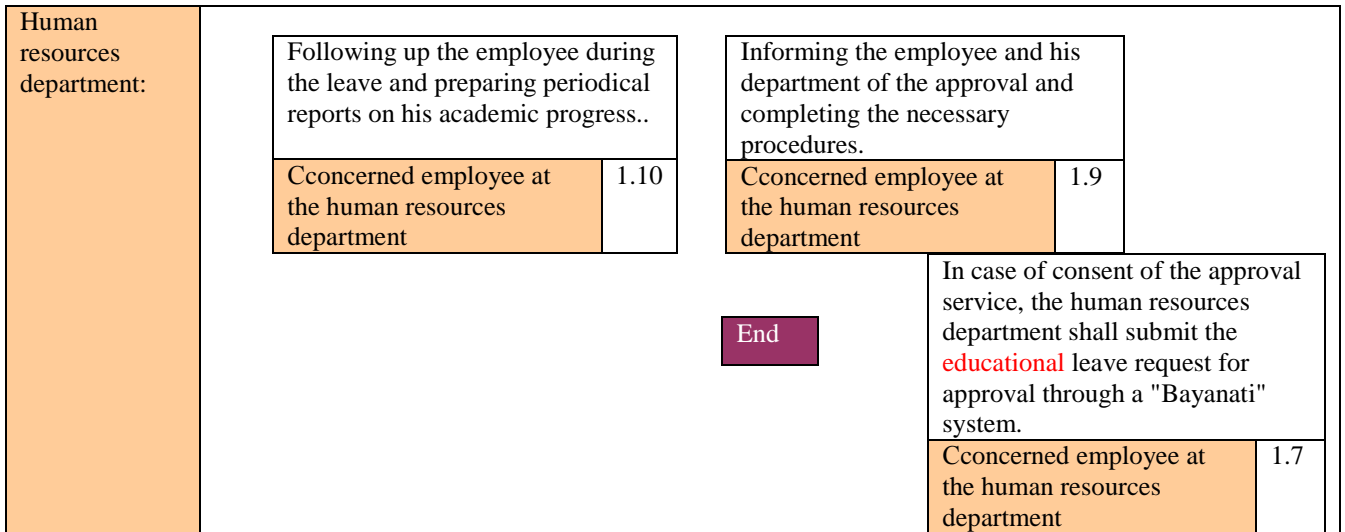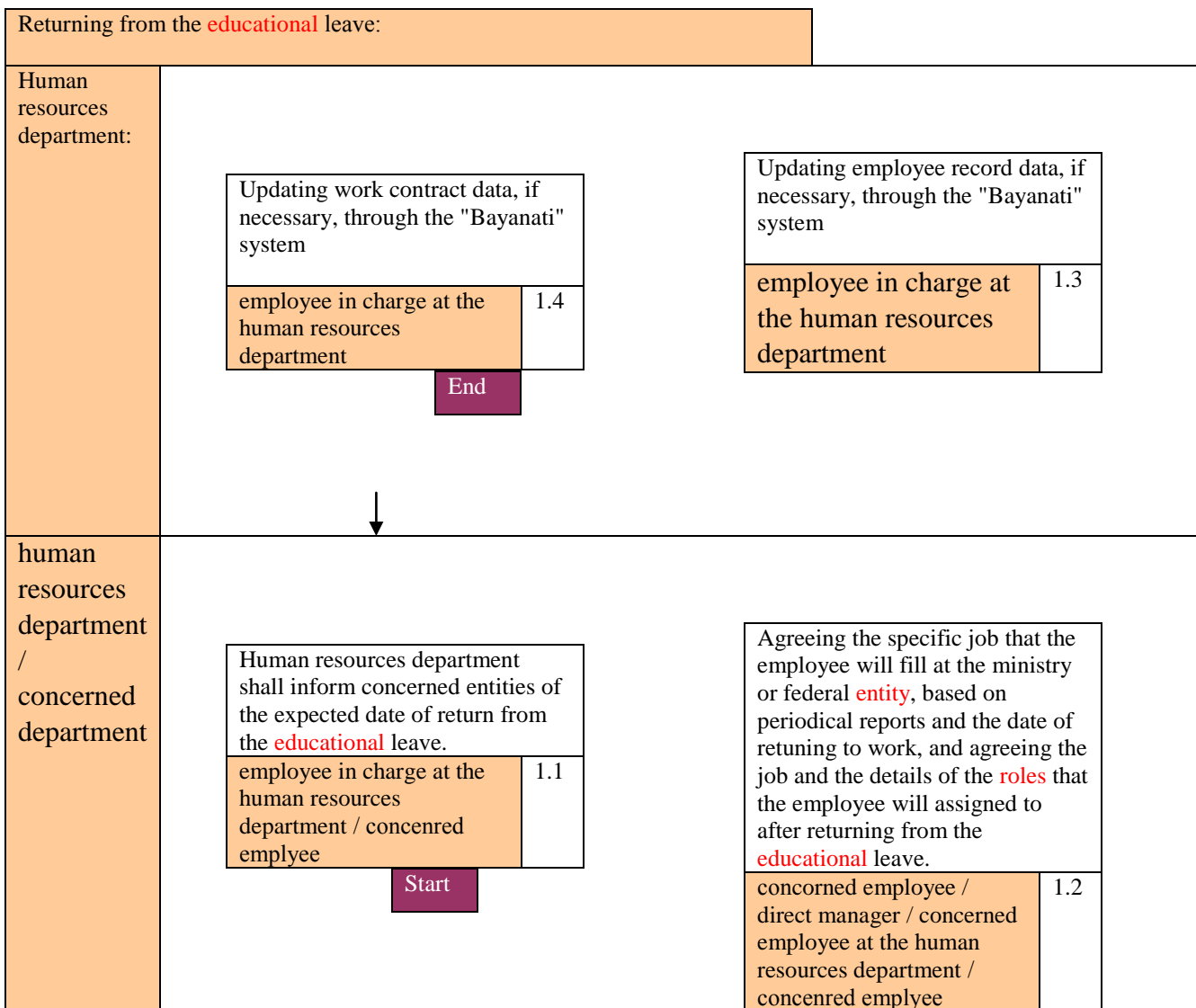- The green color indicates that the procedure is accomplished through "Bayanati" system

11.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of taking a educational leave on fulltime basis

No.	Procedure	Organizational unit	Responsibility
1	Submission of educational leave request by the employee, according to the law and its executive regulation.	concerned department.	Concerned eemployee
2	Checking the educational leave on fulltime basis request and interviewing the concerned employee.	Concerned department to which the employee belongs - The training and development concerned department / the committee examining educational leaves	Employee concerned with training and development / direct manager / committee members
3	Determining the education institute at which studying will take place and acquiring its academic approval.	concerned department.	Cconcerned employee
4	Preliminary approval of educational leave on fulltime basis request.	Concerned department	Cconcerned employee
5	Confirming that the employee meets the preset requirements and conditions for an educational leave on fulltime basis, and including the request in the approval service.	Training and development concerned department	Department manager
6	In case of refusal of the approval service, the matter is closed and the employee is informed.	The training and development department	Cconcerned employee at the training and development department
7	In case of consent of the approval service, the human resources department shall submit the educational leave request for approval through a "Bayanati" system.	Human resources department:	Cconcerned employee at the human resources department
8	Issuing a ministerial decision signing off the educational leave.	Upper management	Upper management
9	Informing the employee and his department of the approval and completing the necessary procedures.	Human resources department:	Cconcerned employee at the human resources department
10	Following up the employee during the leave and preparing periodical reports on his academic progress..	Human resources department:	Cconcerned employee at the human resources department

Educational leave on fulltime basis	

Training and development concerned department	Confirming that the employee meets the preset requirements and conditions for an educational leave on fulltime basis, and including the request in the approval service.		In case of refusal of the approval service, the matter is closed and the employee is informed.	
	Department manager	1.5	Cconcerned employee at the training and development department	1.6

Concerned department to which the employee belongs - **The training and development concerned department** / the committee examining educational leaves	Checking the educational leave on fulltime basis request and interviewing the concerned employee.	
	Employee concerned with training and development / direct manager / committee members	1.2

Concerned department	Submission of educational leave request by the employee, according to the law and its executive regulation.		Determining the education institute at which studying will take place and acquiring its academic approval.	
	Concerned eemployee	1.1	Cconcerned employee	1.3
	Start		Preliminary approval of educational leave on fulltime basis request.	
			Cconcerned employee	1.4

Upper management	Issuing a ministerial decision signing off the educational leave.	
	Upper management	1.8

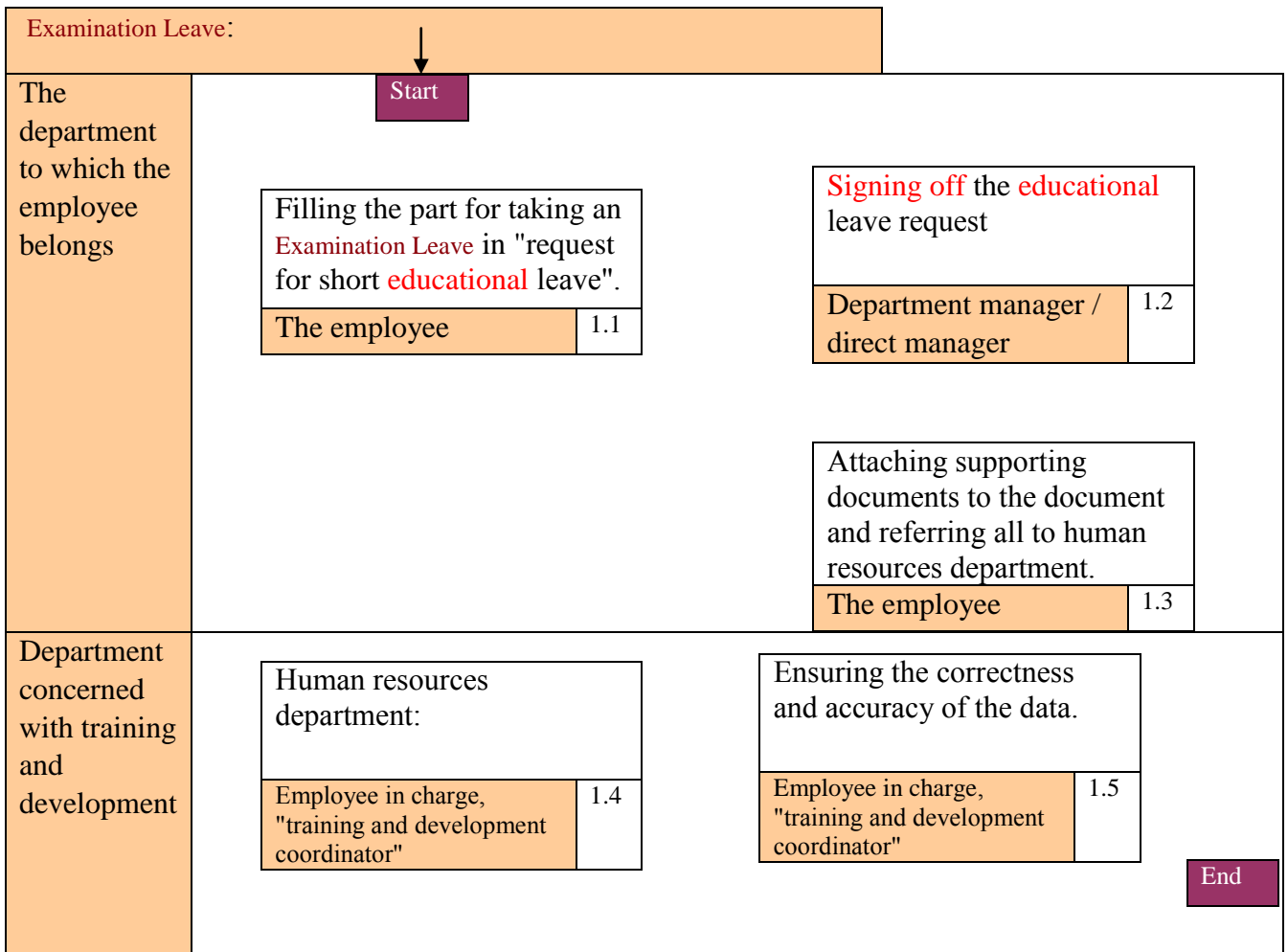| Human resources department:	Following up the employee during the leave and preparing periodical reports on his academic progress..		Informing the employee and his department of the approval and completing the necessary procedures.		
	Cconcerned employee at the human resources department	1.10	Cconcerned employee at the human resources department	1.9	
			End	In case of consent of the approval service, the human resources department shall submit the educational leave request for approval through a "Bayanati" system.	
				Cconcerned employee at the human resources department	1.7

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12.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of returning from the educational leave:

No.	procedure	Organizational unit	Responsibility
1	Human resources department shall inform concerned entities of the expected date of return from the educational leave.	human resources department / concerned department	employee in charge at the human resources department / concenred emplyee
2	Agreeing the specific job that the employee will fill at the ministry or federal entity, based on periodical reports and the date of retuning to work, and agreeing the job and the details of the roles that the employee will assigned to after returning from the educational leave.	human resources department / concerned department	concorned employee / direct manager / concerned employee at the human resources department / concenred emplyee
3	Updating employee record data, if necessary, through the "Bayanati" system	human resources department	employee in charge at the human resources department
4	Updating work contract data, if necessary, through the "Bayanati" system	human resources department	employee in charge at the human resources department

12.2: workflow

Returning from the educational leave:

Human resources department:

Updating work contract data, if necessary, through the "Bayanati" system

employee in charge at the human resources department	1.4

End

Updating employee record data, if necessary, through the "Bayanati" system

employee in charge at the human resources department	1.3

human resources department / concerned department

Human resources department shall inform concerned entities of the expected date of return from the educational leave.

employee in charge at the human resources department / concenred emplyee	1.1

Start

Agreeing the specific job that the employee will fill at the ministry or federal entity, based on periodical reports and the date of retuning to work, and agreeing the job and the details of the roles that the employee will assigned to after returning from the educational leave.

concorned employee / direct manager / concerned employee at the human resources department / concenred emplyee	1.2

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13.1:

The following are the most important steps of the required procedures to manage the process of Examination Leave

No.	Procedure	Organizational unit	Responsibility
1	Filling the part for taking a Examination Leave in "request for short educational leave".	The department to which the employee belongs	The employee
2	Signing off the educational leave request	The department to which the employee belongs	Department manager / direct manager
3	Attaching supporting documents to the document and referring all to human resources department.	The department to which the employee belongs	The employee
4	Human resources department:	Department concerned with training and development	Employee in charge, "training and development coordinator"
5	Ensuring the correctness and accuracy of the data.	Department concerned with training and development	Employee in charge, "training and development coordinator"

13.2: workflow

Examination Leave:

The department to which the employee belongs	

Start

Filling the part for taking an Examination Leave in "request for short educational leave".

The employee	1.1

Signing off the educational leave request

Department manager / direct manager	1.2

Attaching supporting documents to the document and referring all to human resources department.

The employee	1.3

Department concerned with training and development

Human resources department:

Employee in charge, "training and development coordinator"	1.4

Ensuring the correctness and accuracy of the data.

Employee in charge, "training and development coordinator"	1.5

End

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14.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of job rotation and developmental secondment:

No.	Procedure	Organizational unit	Responsibility
1	Determining the need for job rotation	All departments	Department managers
2	Discussing the objectives and the period commitment to job rotation so that it would not be for a period of less than a month, and not more than two month.	The concerned department and the hosting department	Employee / direct manager / hosting direct manager
3	Reviewing the arrangement for appointing a substitute employee to carry out routine actions and roles.	Department of employee concerned with the rotation	Direct manager
4	Selecting and appointing a supervisor for the employee for the period of job rotation	Employee department and the hosting department	Direct manager / hosting direct manager
5	Filling the job rotation agreement form.	The department to which the employee belongs	The employee
6	Submitting the filled job rotation agreement form.	The department to which the employee belongs	The employee

No.	Procedure	Organizational unit	Responsibility
7	Signing off the job rotation agreement form.	Employee department / hosting department	direct manager / hosting direct manager
8	Ensuring that the job rotation plan fulfils the criteria of job rotation.	The training and development concerned department / Human resources department	The manager of the department concerned with training and development / Human resources department manager
9	Implementing job rotation according to the time schedule and the objectives agreed upon.	concerned department	The employee
10	Discussing experience acquired by job rotation.	Hosting department / the department to which the employee belongs	Employee department / direct manager / hosting direct manager
11	Submitting the total number of days spent on job rotation to the human resources department.	Hosting department / the department to which the employee belongs	Employee / direct manager /
12	Updating the personal data in the employee's record in relation to job rotation.	The training and development concerned department	Employee in charge "training and development coordinator"

* All procedures shall be activated in the following stage within the "Bayanati" system

14.2: workflow

Job rotation and developmental secondment:		
All departments	**Start**	Determining the need for job rotation **Department managers** — 1.1
Hosting department / the department to which the employee belongs	Discussing the objectives and the period commitment to job rotation so that it would not be for a period of less than a month, and not more than two month. Employee / direct manager / hosting direct manager — 1.2	Selecting and appointing a supervisor for the employee for the period of job rotation direct manager / hosting direct manager — 1.4
Training and development department		
The department to which the employee belongs	Updating the personal data in the employee's record in relation to job rotation. Employee in charge "training and development coordinator" — 1.2	Selecting and appointing a supervisor for the employee for the period of job rotation direct manager / hosting direct manager — 1.4
The training and development concerned department / Human resources department		

job rotation and developmental secondment:	

All departments	

Hosting department / the department to which the employee belongs	

Signing off the job rotation agreement form.

direct manager / hosting direct manager	1.7

Discussing experience acquired by job rotation.

Employee department / direct manager / hosting direct manager	1.10

Submitting the total number of days spent on job rotation to the human resources department.

Employee / direct manager	1.11

Training and development department	

Updating the personal data in the employee's record in relation to job rotation.

Employee in charge "training and development coordinator"	1.12

End

The department to which the employee belongs	

Implementing job rotation according to the time schedule and the objectives agreed upon.

The employee	1.9

Submitting the filled job rotation agreement form.

The employee	1.6

| The training and development concerned department / Human resources department | Ensuring that the job rotation plan fulfils the criteria of job rotation. | |
| | The manager of the department concerned with training and development / Human resources department manager | 1.8 |

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15.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of applied roles:

No.	Procedure	Organizational unit	Responsibility
1	Determining the need for applied roles for employees, particularly new managers who are candidates for new upper posts, who need to develop their skills.	The department to which the employee belongs	Employee / direct manager
2	Discussing and determining suitable applied roles.	The department to which the employee belongs	Employee / direct manager
3	Requesting approval for special applied roles in relation to current and intended projects.	The department to which the employee belongs	Employee / direct manager
4	Reviewing employment arrangements for accomplishing applied roles to ensure they are not affected by employee applied roles.	concerned department.	Direct manager
5	Appointing a supervisor for the employee.	concerned department.	Direct manager
6	Filling the data of the special applied roles agreement.	concerned department.	employee
7	Signing off the special applied roles agreement form.	concerned department.	Direct manager / project manager / competent assistant undersecretary (or the like) if need arises.

No.	Procedure	Organizational unit	Responsibility
8	Submitting the agreement form to the human resources department.	The department to which the employee belongs	The employee / direct supervisor
9	Ensuring that the special applied roles plan fulfills the criteria of this policy (extended roles / special projects and those indicated in the training and development policy)	Manager of department concerned with training / human resource department	Manager of the department concerned with training and development / human resourced department manager
10	Implanting special applied roles according to the time schedules and objectives previously agreed upon.	The department to which the employee belongs	The employee
11	Discussing expertise available in special applied roles.	Project management / the department to which the employee belongs	Direct manager / project manager / the employee / the supervisor
12	Submitting the total number of hours spent in special applied roles to the human resources department.	Project management / the department to which the employee belongs	The employee / the supervisor
13	Updating the personal data in the employees record in relation to special applied roles.	Manager of department concerned with training	Employee in charge of "training and development"

* All procedures shall be activated in the following stage within the "Bayanati" system

15.2: workflow

Applied roles:	

The department to which the employee belongs

Start

Determining the need for applied roles for employees, particularly new managers who are candidates for new upper posts, who need to develop their skills.

Employee / direct manager	1.1

Discussing and determining suitable applied roles.

Employee / direct manager	1.2

concerned department.

Requesting approval for special applied roles in relation to current and intended projects.

Employee / direct manager	1.5

Filling the data of the special applied roles agreement.

employee	1.6

Project management / the department to which the employee belongs

Submitting the total number of hours spent in special applied roles to the human resources department.

The employee / the supervisor	1.12

The training and development concerned department / human resources department

Updating the personal data in the employees record in relation to special applied roles.

Employee in charge of training and development	1.13

End

Applied roles:		

End

The department to which the employee belongs	Requesting approval for special applied roles in relation to current and intended projects.			Submitting the agreement form to the human resources department.	
	Employee / direct manager	1.3		The employee / direct supervisor	1.8
				Implanting special applied roles according to the time schedules and objectives previously agreed upon.	
				The employee	1.10
concerned department.	Reviewing employment arrangements for accomplishing applied roles to ensure they are not affected by employee applied roles.				
	Direct manager	1.4			
Project management / the department to which the employee belongs	Discussing expertise available in special applied roles.			Signing off the special applied roles agreement form.	
	Direct manager / project manager / the employee / the supervisor	1.11		Direct manager / project manager / competent assistant undersecretary (or the like) if need arises.	1.7
The training and development concerned department / human resources department	Ensuring that the special applied roles plan fulfills the criteria of this policy (extended roles / special projects and those indicated in the training and development policy)				
	Manager of training and development / human resourced department manager	1.9			

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16.1 Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of job shadowing::

No.	Procedure	Organizational unit	Responsibility
1	Determining the need for job shadowing	The concerned department	Direct manager / employee
2	Discussing and signing off the suitable roles of job shadowing so that the job shadowing program would vary between one and ten days maximum.	The concerned department/ the Supervisor	Direct manager / employee / supervisory employee
3	Discussing job shadowing with possible guiding employed.	The concerned department/ the Supervisor	Direct manager / employee / supervisory employee
4	Determining the objectives of job shadowing with the employee and the guiding employee.	The concerned department/ the Supervisor	Direct manager / employee / supervisory employee
5	Filling the job shadowing form.	The concerned department	The employee
6	Signing off the job shadowing form.	The concerned department	Direct manager / supervisory employee
7	Submitting the filled job shadowing agreement form to the human resources department.	The concerned department	Direct manager / employee
8	Ensuring that the job shadowing plan fulfills the set criteria.	The training and development concerned department	Department manager

No.	Procedure	Organizational unit	Responsibility
9	Implementing job shadowing roles according to the time schedule and objectives previously agreed upon.	Hoisting department	The employee / supervisory employee
10	Discussing the expertise and experiments related to job shadowing.	Hoisting department	Direct manager / employee / supervisory employee
11	Submitting the total number of days spent in job shadowing to human resources department.	Hoisting department	Direct manager / employee
12	Updating employee's personal record related to job shadowing program.	The training and development concerned department	Charged employee "training and development coordinator"

* All procedures shall be activated in the following stage within the "Bayanati" system

16.2 workflow

Job shadowing:	

The concerned department	**Start**	Determining the need for job shadowing Direct manager / employee — 1.1	Filling the job shadowing form. The employee — 1.5

The concerned department/ the supervisor

Discussing and signing off the suitable roles of job shadowing so that the job shadowing program would vary between one and ten days maximum.

Direct manager / employee / supervisory employee	1.2

Discussing job shadowing with possible guiding employed.

Direct manager / employee / supervisory employee	1.3

The department concerned with training and development

Updating employee's personal record related to job shadowing program.

Charged employee "training and development coordinator"	1.12

End

Hoisting department

Submitting the total number of days spent in job shadowing to human resources department.

Direct manager / employee	1.11

Job shadowing:	

The concerned department	Signing off the job shadowing form. | Direct manager / supervisory employee	1.6		Submitting the filled job shadowing agreement form to the human resources department. | Direct manager / employee	1.7	
The concerned department/ the supervisor	Determining the objectives of job shadowing with the employee and the guiding employee. 	Direct manager / employee / supervisory employee	1.4	
The department concerned with training and development	Ensuring that the job shadowing plan fulfills the set criteria. 	Department manager	1.8	
Hoisting department	Discussing the expertise and experiments related to job shadowing. | Direct manager / employee / supervisory employee	1.10		Implementing job shadowing roles according to the time schedule and objectives previously agreed upon. | The employee / the supervisory employee	1.9	

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- The green color indicates that the procedure is accomplished through "Bayanati" system

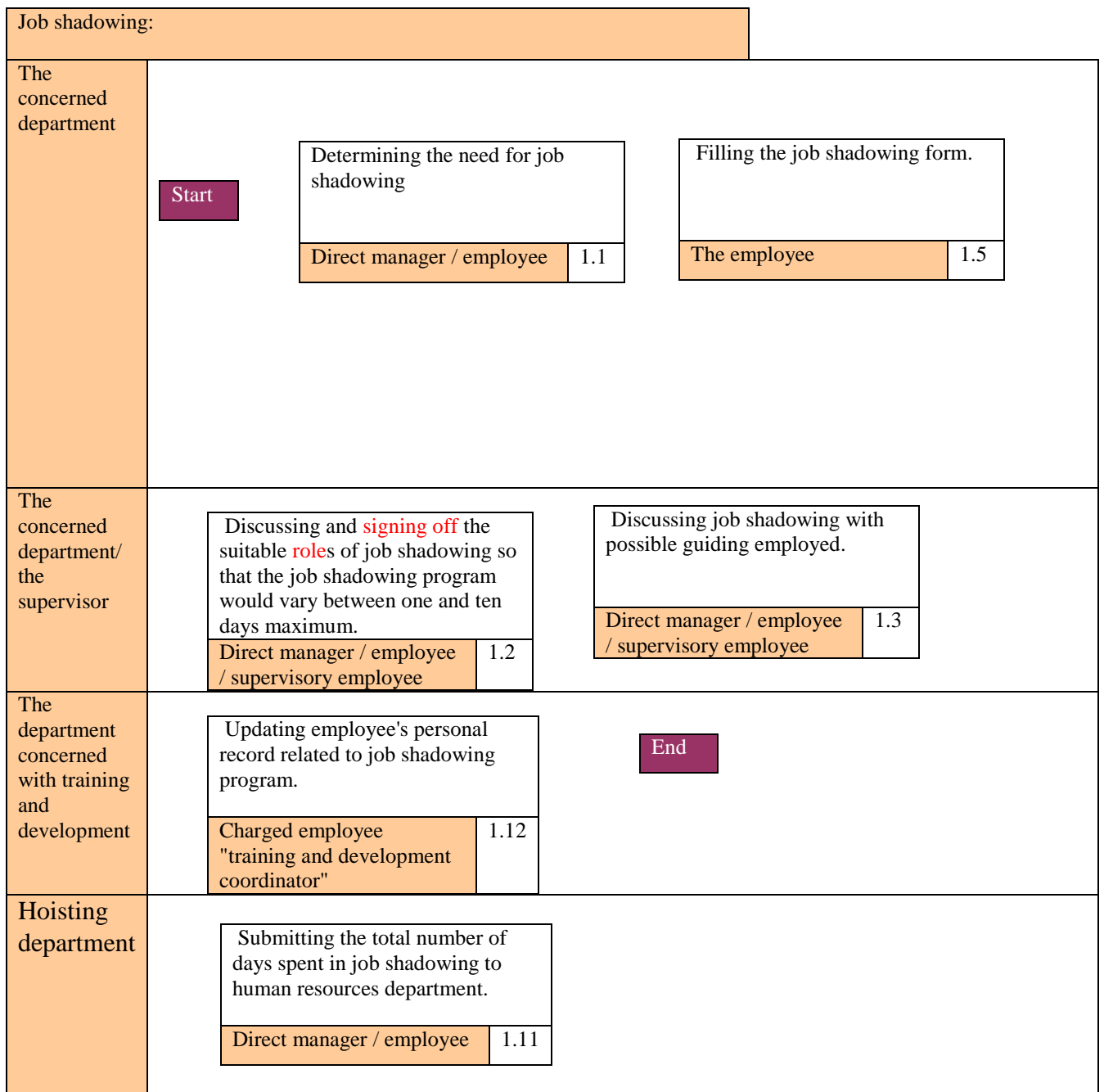17.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of delegation:

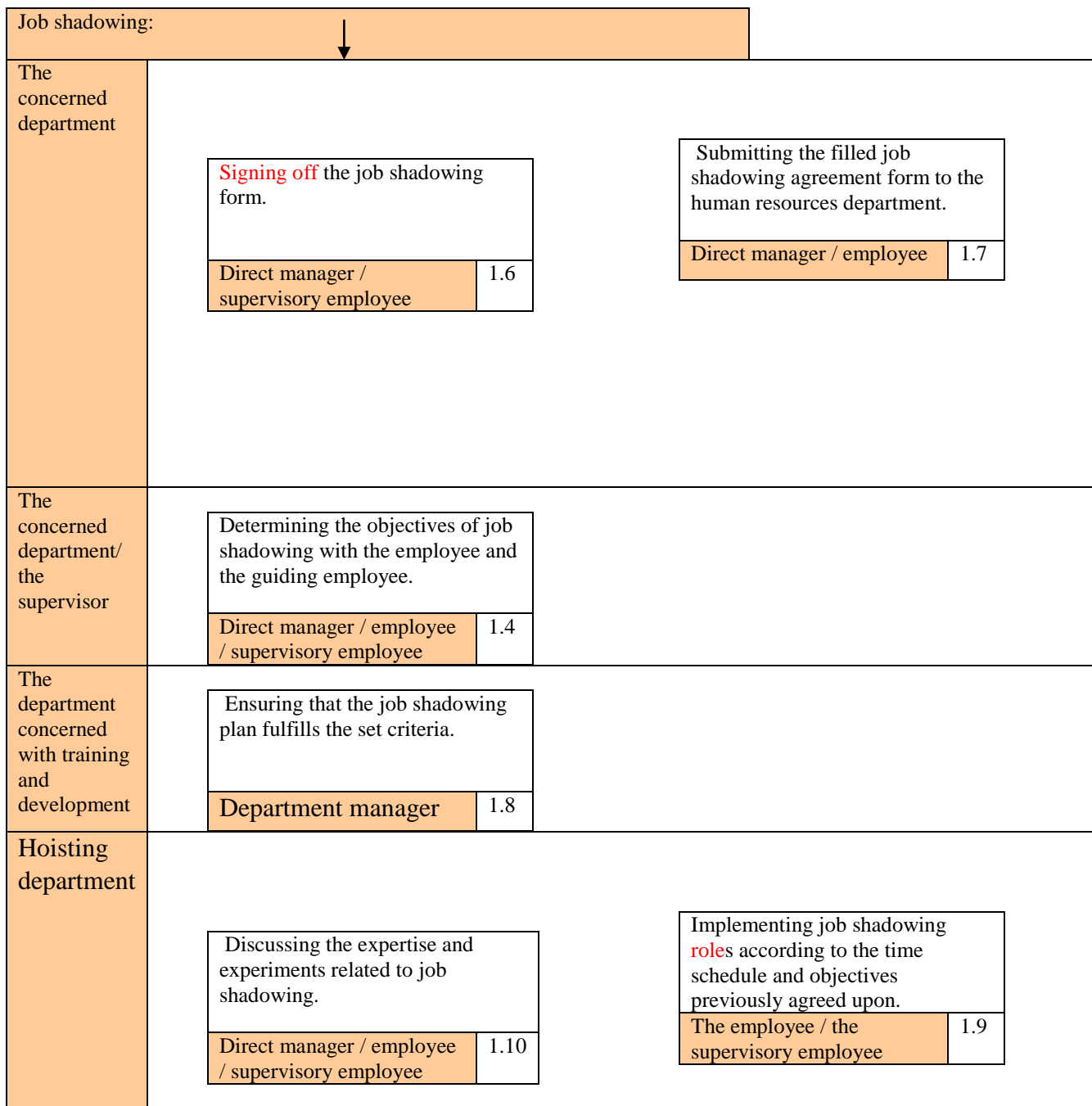| No.	proceure	Organizational unit	Responsibility
1	Determining the need for delegation and studying the suitability of the employee to be delegated.	concerned departments	Direct manager / executive manager / the employee
2	Discussing the details of delegation between two parties.	The lending entity / direct manager at the borrowing entity / training concerned training	The employee / The lending entity / direct manager at the borrowing entity / training concerned department
3	Examining the suitability of the delegated employee and listing the request in an approval service.	Human resources department:	Employee in charge in the human recourses department
4	If the request is refused, the matter is closed and those concerned are informed.	Human resources department	Employee in charge in the human recourses department
5	It the request is approved, the ministerial decree concerned to the delegation is issued.	Upper management	Upper management
6	A date is proposed for the beginning and end of the delegation in view of the work load and requirements at the ministry or federal entity, through a "Bayanati" system.	Employee / direct manager at the borrowing entity / department concerned with training and development	The concerned employee / direct manager at the borrowing entity / training department manager
7	Filling the delegation form.	concerned department	The employee
8	Signing off the "delegation decision".	The lending entity /borrowing entity	Authority in charge of signing off the delegation in both entities
9	Confirming the delegation and updating employee data through a "Bayanati" system.	Human resources department	Department manager

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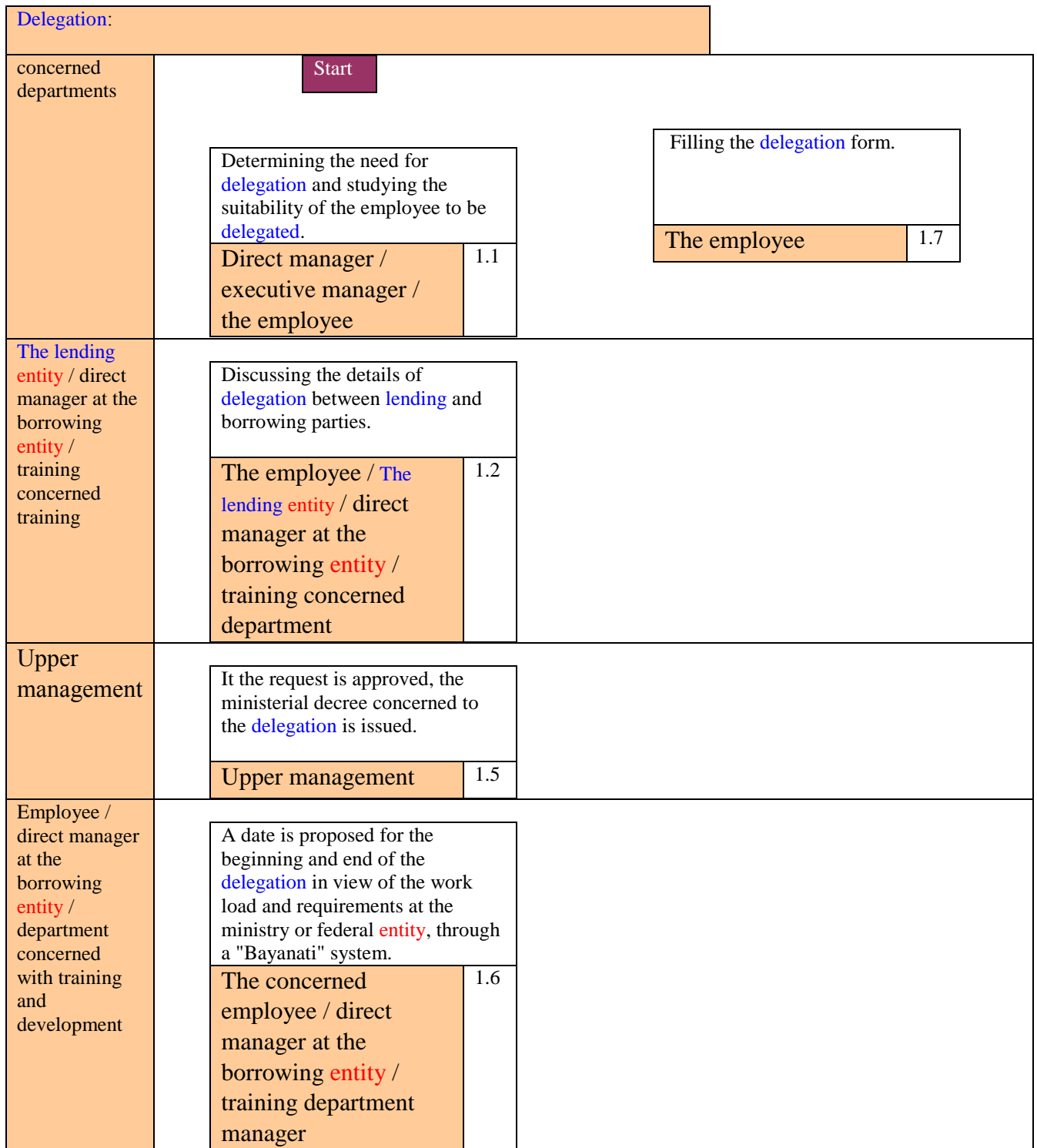
17.2: procedure workflow

Delegation:		
concerned departments	**Start** Determining the need for delegation and studying the suitability of the employee to be delegated. Direct manager / executive manager / the employee 1.1	Filling the delegation form. The employee 1.7
The lending entity / direct manager at the borrowing entity / training concerned training	Discussing the details of delegation between lending and borrowing parties. The employee / The lending entity / direct manager at the borrowing entity / training concerned department 1.2	
Upper management	It the request is approved, the ministerial decree concerned to the delegation is issued. Upper management 1.5	
Employee / direct manager at the borrowing entity / department concerned with training and development	A date is proposed for the beginning and end of the delegation in view of the work load and requirements at the ministry or federal entity, through a "Bayanati" system. The concerned employee / direct manager at the borrowing entity / training department manager 1.6	

The lending entity /borrowing entity	Signing off the "delegation decision".		
	Authority in charge of signing off the delegation in both entities	1.8	
Human resources department	Examining the suitability of the delegated employee and listing the request in an approval service.		If the request is refused, the matter is closed and those concerned are informed.	
	Employee in charge in the human resources department	1.3	**Employee in charge in the human resources department**	1.4
	Confirming the delegation and updating employee data through a "Bayanati" system.			
	Department manager	1.9	End	

18.1: Procedures and execution mechanisms

The following are the most important steps of the required procedure to manage the process of returning from delegation:

No.	Procedure	Organizational unit	Responsibility
1	Informing the employee and the direct manager of the expected date of return with the aim of agreeing the specific job to be taken by the employee in the ministry or federal entity upon returning.	Human resources department / concerned department	Direct manager / employee / employee in charge at the human resources department
2	Agreeing the date of return and the roles that the employee will assume after his return, according to the preset plan.	Human resources department / concerned department	Direct manager / employee / employee in charge at the human resources department
3	Employee assuming new roles, updating work contract data "if need arises", and updating employee record data through "Bayanati" system.	Human resources department	Employee in charge at the human resources department

18.2: workflow

Returning from delegation:	

Human resources department / concerned department	Start

Informing the employee and the direct manager of the expected date of return with the aim of agreeing the specific job to be taken by the employee in the ministry or federal entity upon returning.

Direct manager / employee / employee in charge at the human resources department	1.1

Agreeing the date of return and the roles that the employee will assume after his return, according to the preset plan.

Direct manager / employee / employee in charge at the human resources department	1.2

Human resources department	

Employee assuming new roles, updating work contract data "if need arises", and updating employee record data through "Bayanati" system.

Employee in charge at the human resources department	1.3

End

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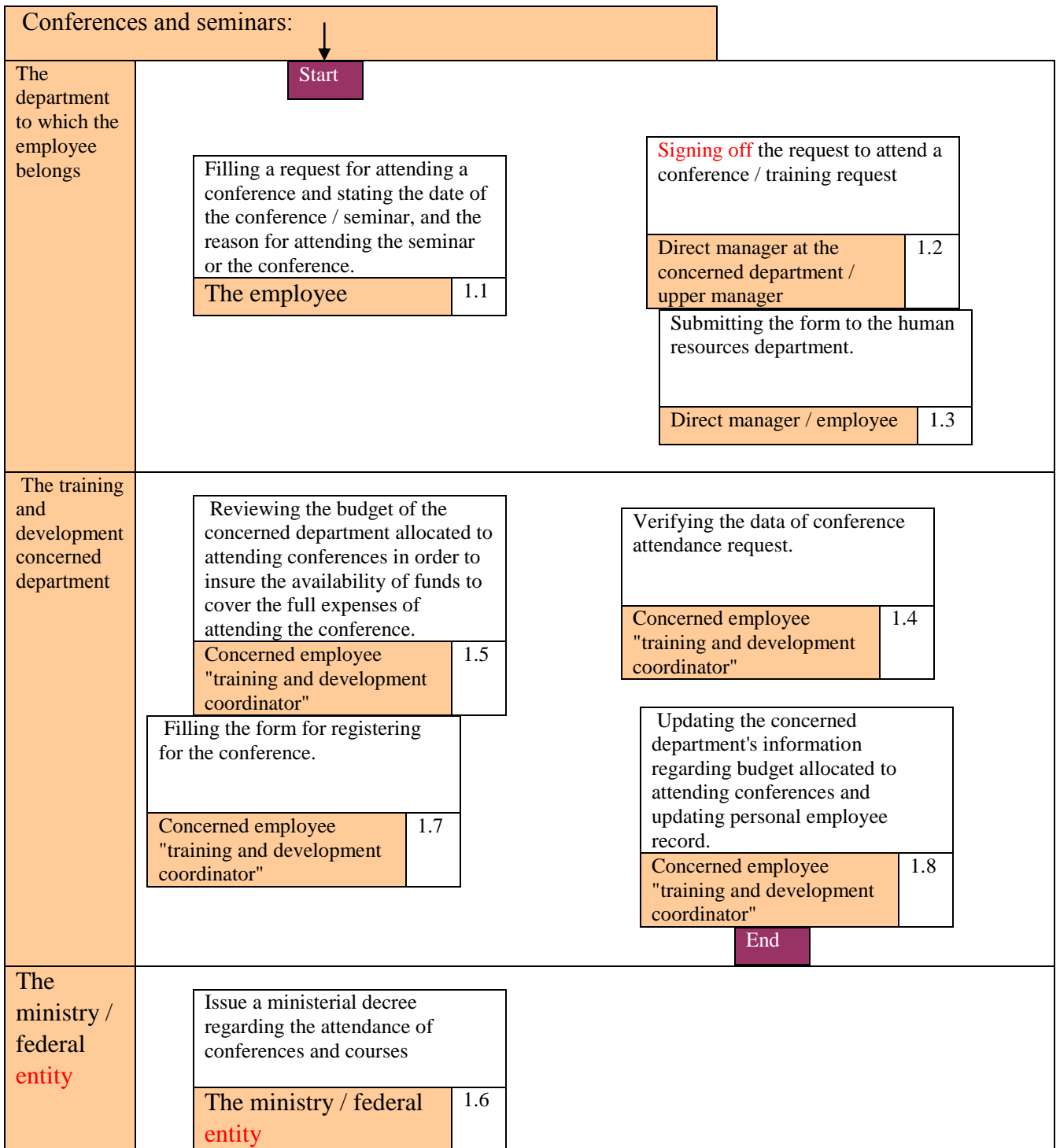
19.1: Procedures and execution mechanisms

The following are the most important steps of the required procedures to manage the process of conferences and seminars:

No.	Procedure	Organizational unit	Responsibility
1	Filling a request for attending a conference and stating the date of the conference / seminar, and the reason for attending the seminar or the conference.	The department to which the employee belongs	The employee
2	Signing off the request to attend a conference / training request	The department to which the employee belongs	Direct manager at the concerned department / upper manager
3	Submitting the form to the human resources department.	The department to which the employee belongs	Direct manager / employee
4	Verifying the data of conference attendance request.	The training and development concerned department	Concerned employee "training and development coordinator"
5	Reviewing the budget of the concerned department allocated to attending conferences in order to insure the availability of funds to cover the full expenses of attending the conference.	The training and development concerned department	Concerned employee "training and development coordinator"
6	Issue a ministerial decree regarding the attendance of conferences and courses	The ministry / federal entity	The ministry / federal entity
7	Filling the form for registering for the conference.	The training and development concerned department	Concerned employee "training and development coordinator"
8	Updating the concerned department's information regarding budget allocated to attending conferences and updating personal employee record.	The training and development concerned department	Concerned employee "training and development coordinator"

* All procedures shall be activated in the following stage within the "Bayanati" system

19.2: workflow

Conferences and seminars:

Start

The department to which the employee belongs

Filling a request for attending a conference and stating the date of the conference / seminar, and the reason for attending the seminar or the conference.

| The employee | 1.1 |

Signing off the request to attend a conference / training request

| Direct manager at the concerned department / upper manager | 1.2 |

Submitting the form to the human resources department.

| Direct manager / employee | 1.3 |

The training and development concerned department

Reviewing the budget of the concerned department allocated to attending conferences in order to insure the availability of funds to cover the full expenses of attending the conference.

| Concerned employee "training and development coordinator" | 1.5 |

Filling the form for registering for the conference.

| Concerned employee "training and development coordinator" | 1.7 |

Verifying the data of conference attendance request.

| Concerned employee "training and development coordinator" | 1.4 |

Updating the concerned department's information regarding budget allocated to attending conferences and updating personal employee record.

| Concerned employee "training and development coordinator" | 1.8 |

End

The ministry / federal entity

Issue a ministerial decree regarding the attendance of conferences and courses

| The ministry / federal entity | 1.6 |

Key of workflow

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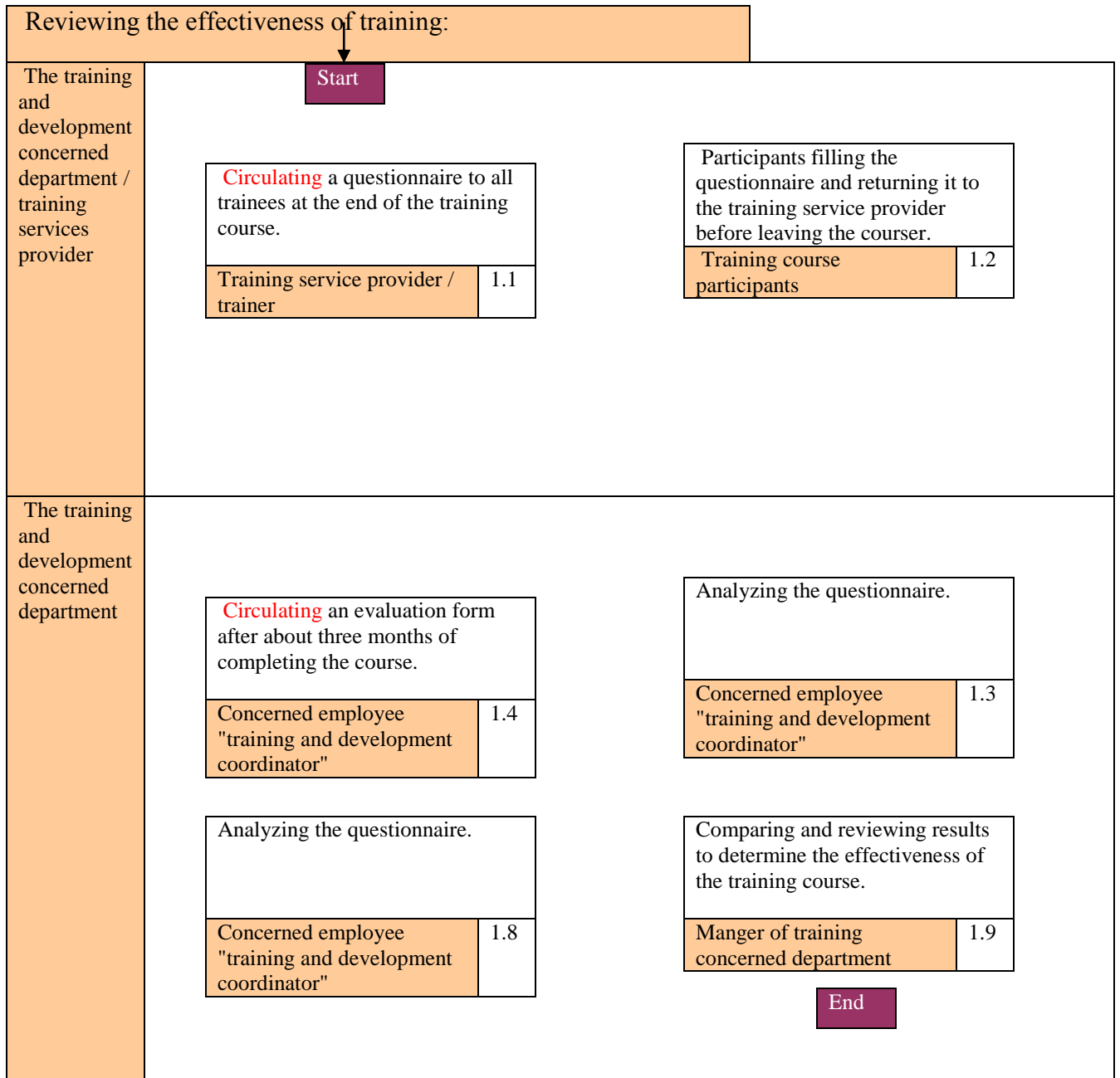
20.1: Procedures and execution mechanisms

The following are the most important steps of the required procedure to manage the process of reviewing the effectiveness of training:

No.	procedure	Organizational unit	Responsibility
1	Circulating a questionnaire to all trainees at the end of the training course.	The training and development concerned department / training services provider	Training service provider / trainer
2	Participants filling the questionnaire and returning it to the training service provider before leaving the courser.	The training and development concerned department / training services provider	Training course participants
3	Analyzing the questionnaire.	The department to which the employee belongs	Concerned employee "training and development coordinator"
4	Circulating an evaluation form after about three months of completing the course.	The department to which the employee belongs	Concerned employee "training and development coordinator"
5	Filling the questionnaire, along with determining the beneficial aspects of the training.	The department to which the employee belongs	the employee
6	Discussing the areas in which a manager can support the employee, with the aim of determining other areas of development	The department to which the employee belongs	Direct manager at the concerned department / the employee
7	Signing the form and sending it to the human resources department.	The department to which the employee belongs	Direct manager at the concerned department / the employee
8	Analyzing the questionnaire.	The training and development concerned department	Concerned employee "training and development coordinator"
9	Comparing and reviewing results to determine the effectiveness of the training course.	The training and development concerned department	Manger of training concerned department

* All procedures shall be activated in the following stage within the "Bayanati" system

20.2: workflow

Reviewing the effectiveness of training:

The training and development concerned department / training services provider	

Start

Circulating a questionnaire to all trainees at the end of the training course.

| Training service provider / trainer | 1.1 |

Participants filling the questionnaire and returning it to the training service provider before leaving the courser.

| Training course participants | 1.2 |

| The training and development concerned department | |

Circulating an evaluation form after about three months of completing the course.

| Concerned employee "training and development coordinator" | 1.4 |

Analyzing the questionnaire.

| Concerned employee "training and development coordinator" | 1.3 |

Analyzing the questionnaire.

| Concerned employee "training and development coordinator" | 1.8 |

Comparing and reviewing results to determine the effectiveness of the training course.

| Manger of training concerned department | 1.9 |

End

The department to which the employee belongs		
		Filling the questionnaire, along with determining the beneficial aspects of the training.
	Discussing the areas in which a manager can support the employee, with the aim of determining other areas of development	
		the employee	1.5
	Direct manager at the concerned department / the employee	1.6	Signing the form and sending it to the human resources department.
		Direct manager at the concerned department / the employee	1.7

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