



Training & Development System for Federal Government

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Introduction

The objective of introducing a learning and development policy is to provide the framework for comprehensive development opportunities for all employees within the UAE Federal Government. This will result in continual, practical and positive changes in performance and a fulfilled workforce who are actively encouraged to achieve their full potential.

The policy is based on the following principles:

- Establishing a clear link between strategic planning at the Government and entity level;
- Establishing a direct link between the performance management system and learning and development;
- Providing a consistent learning and development service across the UAE Federal Government;
- Proactively identifying learning requirements by working closely with senior management to identify future capability needs;
- Providing equal opportunity to pursue learning and development regardless of category of employment; and
- Measuring the impact of learning and development outcomes on individual and organisational performance.

Policy description

Scope

This policy applies to civil employees of the UAE Federal Government across all grades and in accordance with the UAE Federal Government HR Law and the Executive List.

Objectives

The specific objectives of this policy include:

- To identify and assess performance and skill gaps as part of performance reviews and discussions, and address these in individual development plans for every employee;
- To provide career progression and development opportunities for UAE Federal Government employees and ensure the Government has the capability to meet future Government requirements in both technical and managerial roles;
- To ensure focus and quality in planning and managing learning and development activities at all levels; and
- To achieve the desired return on investment of all learning and development programs and events.

Definitions

The following terms are used in this policy:

- **CEO:** The leader of a Sector within a Federal Government entity and reporting to the Director General.
- **Classroom learning:** The acquisition of knowledge, skills and competencies in a formal off-the-job training environment, usually with other trainees and a professional trainer.
- **Conference:** A formal meeting scheduled for the purposes of consultation, exchange of information.
- **Cost of training:** Includes the course fee and any related travel, accommodation or per diem expenses incurred by the organisation.
- **Director General:** The most senior leader of a UAE Federal Government entity, reporting directly to the Chairman/Minister.
- **Entity:** Any entity within the UAE Federal Government.
- **Employee:** Any individual employed by the UAE Federal Government.
- **External training provider:** Training providers outside of the UAE Federal Government.
- **Full time study leave:** Full time leave from an employee's current post for the purposes of furthering their education.
- **High potential employee:** Those employees identified as having the 'ability, motivation and aspiration to rise to and succeed in more senior positions' and in accordance with the specific criteria of this policy
- **Individual development plan:** A plan of action for each individual employee outlining how they will meet their specific development objectives based on any gaps in knowledge, skill and competencies identified during the performance management cycle.
- **Internal trainer:** Employees who have been identified within an organisation or the Government as having the required skills or abilities to facilitate a specific training program on behalf of the entity.
- **Line Manager:** The manager with direct responsibility for overseeing the work of an employee including setting their performance objectives and development activities.
- **Managerial roles:** Those roles with responsibility for managing the performance of a team.
- **On-the- job learning:** The acquisition of knowledge, skills and competencies at the place of work, usually while the actual job is being performed.

- **Organisational learning and development budget:** Budget based on the cost of the requirements identified in the learning and development plan and agreed and approved during the annual budget cycle of the entity.
- **Organisational learning and development plan:** Calendar of specific learning and development activities which are planned to occur over the upcoming quarter/year.
- **Scholarship:** Award of financial aid to a UAE National who is not currently an employee of the UAE Federal Government for the purposes of furthering their education (e.g. 'MASAR')
- **Secondment:** A temporary loan of an employee to another entity, or to a different part of the same entity, for a specific purpose for a specific time to mutual benefit of all parties.
- **Section:** An organisational unit of a UAE Federal Government entity.
- **Senior management:** The Director General of a Government entity and their direct reports.
- **Seminar:** A formal presentation by one or more experts in which attendees are invited to discuss the subject matter.
- **Short study leave:** Leave taken from current role to attend classes or prepare for examinations.
- **Succession plan:** A formal, long-term plan to address the risks associated with the departure of any individual occupying a critical position within an entity or section and to facilitate career progression or Nationalisation.
- **Technical roles:** Those roles requiring specialist skills or expertise.
- **Training needs analysis:** Identification and assessment of a target group to determine how knowledge, skill and competency gaps can be addressed through specific learning and development initiatives.

Learning and development framework

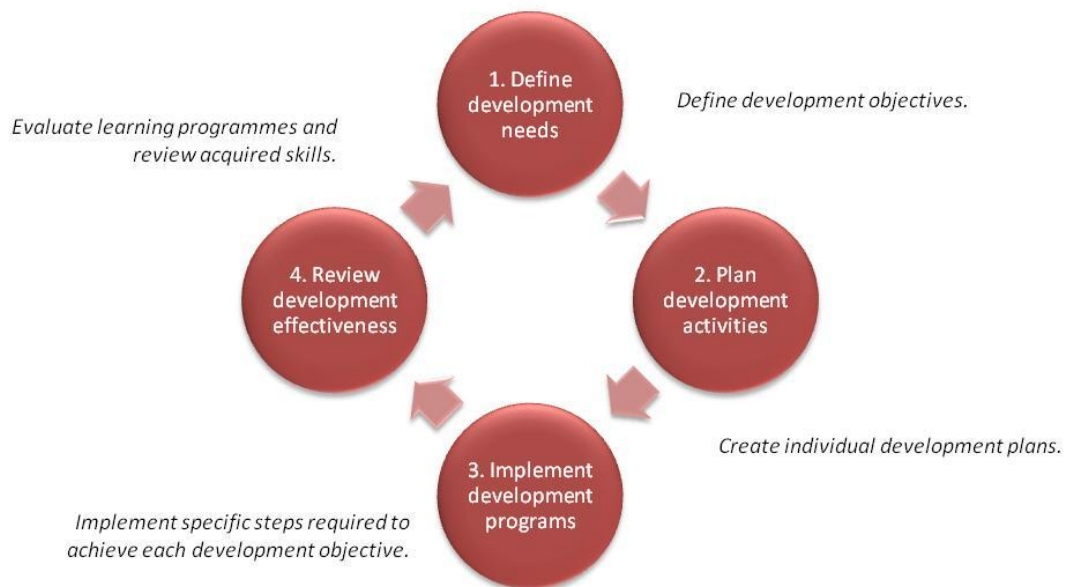
The UAE Federal Government learning and development framework consists of four stages which form the basis of this policy.

The framework applies at two distinct levels: Government-wide/entity level and the individual level.

Application of the Learning and Development cycle at the Government/entity level:



Application of the Learning and Development cycle at the employee level:



Key roles and responsibilities within the framework are outlined below:

Role of Federal Authority for Government Human Resources

Key responsibilities include:

- Designing learning and development processes, policies, procedures and provide best practice supporting tools for the UAE Federal Government;
- Facilitating and consulting with Government entities on strategic development initiatives such as Nationalisation programmes for the UAE Federal Government;
- Accrediting training providers to ensure the highest standards of training delivery within the UAE Federal Government;
- Setting standards and Key Performance Indicators (KPIs) for learning delivery;
- Monitor UAE Federal Government entities for compliance policy implementation requirements;
- Periodically reviewing policy effectiveness and implementing required actions;
- Developing learning effectiveness and evaluation criteria (ROI); and
- Collating annual reports on learning effectiveness at the Government level.

Role of Human Resource (HR) Departments within entities

Key responsibilities include:

- Implementing learning and development processes, policies, procedures and supporting tools;
- Conducting organisational training needs analysis (TNA) linked to the strategic objectives of the entity, in order to develop an annual learning and development plan associated budget;
- Managing learning and development budget within agreed limits prescribed by the annual budgeting cycle for the entity;
- Informing the Federal Authority for Government Human Resources of the annual training budget and calendar for the entity;
- Designing learning programmes for their specific entity, as outlined in the training needs analysis and in line with agreed budgetary requirements;
- Implementing government-wide strategic development initiatives such as Nationalisation programmes;
- Liaising with outsource suppliers to develop content for learning programmes or specific training sessions;
- Driving the process for annual individual development planning within the organisation and taking action in cases of non-compliance;
- Validating individual development plans for special cases (e.g. senior leaders, high potential employees, successors to critical roles);
- Collating feedback on progress against individual development plans;
- Implementing training processes in order to maintain a full and complete learning record for each individual employee;
- Delivering in-house training courses or specialised core programs as required;
- Providing specialist learning, development, leadership and coaching advice and support to senior leaders;
- Conducting annual reporting of training effectiveness; and
- Measuring return on investment in learning and development activities in line with Government guidelines, as well as any industry specific requirements relevant to the individual organisation.

Role of UAE Federal Government Director Generals and CEOs

Key responsibilities include:

- Empowering Human Resource departments to pursue the learning and development objectives of the entity;
- Encouraging a culture of continuous professional development by holding managers accountable for learning and development processes and taking action in cases of non compliance;
- Enabling learning and development by providing the financial resources and enabling channels for implementation; and
- Consulting with managers and HR Departments on appropriate learning and development issues and providing resolution of issues where appropriate.

Role of Line Managers

Key responsibilities include:

- Inputting learning and development needs for specific functional area into training needs analysis, learning and development calendar and estimating number of attendees at specific training courses as part of annual learning and development budget;
- Agreeing on learning and development plans with individual employees, including identifying specific development objectives linked to performance management outcomes and the strategic objectives of the entity;
- Assisting employees to identify the training and support required to achieve each development objective in the individual development plan and propose milestones for monitoring progress toward objectives;
- Reviewing progress on a frequent basis against learning and development plans with individual employees;
- Planning resourcing needs appropriately to enable employees to take the time for learning and development activities;
- Monitoring participation and ensuring attendance at learning and development events; and
- Providing individuals and teams with regular feedback on their performance in order to actively identify future learning and development needs.

Role of employees

Key responsibilities include:

- Taking responsibility for the development of their individual development plan and meeting with manager to identify the support required to achieve specific objectives;
- Always looking for new opportunities to learn through various training and/or development methods;
- Seeking feedback from managers and/or project leaders on performance, in order to actively identify future development needs;
- Committing to meeting the attendance requirements of training courses and preparing for assessment tasks to the best of their ability; and
- Applying newly acquired knowledge and skills and proactively sharing these within the organisation.

1. Define development needs

1.1. Organisational training needs analysis

The annual training needs analysis will be undertaken by the HR Department within each UAE Federal Government entity.

The training needs analysis shall be derived from data collated from annual performance appraisals; exit interviews; interviews with Managers and other key stakeholders; employee focus groups; employee surveys; on-the-job observation and any other sources deemed relevant.

This process will identify:

- The strategic objectives of the organisation;
- Future competencies and abilities required of employees at all levels to achieve these objectives;
- Level of skill or knowledge required to enable employees to improve their current performance;
- Any specific development investments required for high potential employees;
- Any performance gaps or training needs required to prepare employees to achieve the organisation's strategic objectives and reach the next level of career development.

The training needs analysis will occur during April each year, prior to the organisational budgeting process.

Procedure/process reference: 1.1 Organisational training needs analysis

2. Plan development activities

2.1. Learning and development plan

The aim of the training needs analysis is to produce an annual plan of learning and development activities based on the objectives of the UAE Federal Government and the individual entity.

The final learning and development plan will incorporate:

- Recommended training required for each employee grade or level, including any compulsory training;
- Annual schedule of learning and development activities; and
- Learning and development cost and overall budget requirements.

The final learning and development plan will be recommended by the HR Director and approved by Director General.

The learning and development plan will be reviewed each quarter to take account of any changing strategic, operational or budgetary requirements.

Procedure/process reference: 2.1 Learning and development plan

2.2. Learning and development budget

Each UAE Federal Government entity has a budget based on the requirements identified in the annual learning and development plan. The budget will include the following costs:

- Training fees for all external programmes outlined in the annual learning and development plan;
- Cost of developing any internal training programmes including trainer fees, training materials, training facilities (i.e. venue and equipment);
- Cost allocation for conferences and seminars; and
- Any relevant travel and accommodation costs including per diem.

The learning and development budget will be submitted each June as per the overall financial cycle for the entity.

Once the learning and development budget has been approved, any training not previously planned shall require the endorsement of the HR Director and the approval of the Director General.

Procedure/process reference: 2.2 Learning and development budget

2.3. Individual development plans

Individual development planning takes place in January each year or within the first three months of service for new employees.

Individual development plans are a tool to help employees develop their skills, increase their work performance, and achieve their career goals. All employees working for the UAE Federal Government must have an individual development plan in place.

The individual development plan includes:

- Development objectives;
- Success criteria that demonstrate each objective has been achieved;
- Steps required to achieve each development objective;
- Support required to achieve each development objective; and
- Milestones for monitoring progress toward each development objective.

Each employee is responsible for developing their own individual development plan based on consultation and feedback with their manager. The plan should be reviewed and revised periodically (at least twice per year) to reflect the changing needs of the employee and/or organisation within the employee performance management cycle.

Individual development plans shall provide a differentiated learning experience for employees based on their performance and potential (as identified in 6.2.8):

- High potential/high performance employees: Development plans will include training focussed on immediate needs as well as building the skills which will help them contribute to the longer term, strategic objectives of the entity/Government.
- High potential/Low performance employees or Low potential/High performance employees: Development plans will include training focussed on helping them to

maintain effective performance in their current role or prepare them for future assignments.

- Low potential/Low performance employees: Development plans will be executed in line with specific actions identified to improve performance as part of their annual performance review.

A copy of the individual development plan should be retained by the employee, the manager and on the employee's file in the HR Department.

Procedure/process reference: 2.3 Individual development plans

2.4. Accreditation of external training providers

A number of external training providers will be accredited by the Federal Authority for Government Human Resources each year to undertake training on behalf of the UAE Federal Government.

The purpose of this accreditation process is to ensure that training providers meet our high standards for delivery. The review process will typically take into account the following criteria:

- Proof that all training material is the original property of the training provider, formally licensed or a licensing agreement exists with the owner of copyrighted material which may be used as content of the training courses.
- Suitably qualified and experienced trainers who can develop curriculums in line with the needs of UAE Federal Government. An accreditation application will be enhanced where the training facilitators are members of a relevant body and/or hold appropriate qualifications. Experience of consultancy or training to Government bodies would further enhance an application.
- A documented delivery strategy that offers evidence of an appropriate balance of trainer input and practical exercise that ensures students can practice skills taught during the course.
- Incorporation of some accountable form of end-course and/or end-module testing to confirm that the learning gap has been bridged. Testing may range from a formal examination to informal discussion that provides an opportunity to reflect the learning.
- Adequate record keeping facilities.

A list of recommended providers will be released to the UAE Federal Government HR Departments in June of each year.

Once this list has been released, Government entities must choose training providers from this list for non-technical training. The entity may however choose its own specialised providers to meet their industry specific or technical training requirements.

Procedure/process reference: 2.4 Accreditation of external training providers

2.5. Internal trainers

The UAE Federal Government recognises that in many circumstances we may have employees with the skills to provide the classroom based training identified in the learning and development plan. This is likely to include courses where:

- A high degree of organisational knowledge is required;
- The specific skills to be taught are highly organisational specific; and/or
- There are specialists within the organisation with strong reputations in their field.

If an appropriate internal trainer is identified, they will be provided with the appropriate support in order to enable them to conduct the training. This includes being provided the appropriate time away from their duties to prepare and conduct the training. Their contribution to enhancing the knowledge of their colleagues will be recognised during their annual performance review. Any time away from the day-to-day duties of the employee for training purposes must be pre-agreed with their line manager and should not exceed 10 working days per year. This refers to time spent in classroom based training only and does not include other coaching or knowledge transfer activities.

Internal trainers may provide training for other government entities upon approval of the HR Director of both entities. The host entity shall not be responsible for the salary of an internal trainer on loan from another government entity. All internal trainers are subject to the training effectiveness review outlined this policy.

Procedure/process reference: 2.5 Internal trainers

3. Implement development programs

3.1. Training administration

3.1.1. Training eligibility

Employees will be identified by their Manager or CEO to attend training events when the content is deemed:

- Relevant to improving the employee's performance and/or
- Complementary to the employee's individual development plan.

An employee must be able to demonstrate proficiency in the language of the training course that they wish to attend and must meet all other requirements stipulated by the training provider.

An employee will generally not be eligible for training during their probation period, except in the case of compulsory training such as induction or health and safety or UAE Nationals on a Graduate programme. In all other cases where training is recommended during this period the approval of the CEO is required.

Those employees who have received the lowest performance rating as a part of the annual performance review process will not be eligible for training unless it is directly linked to a plan for enhancing their performance.

Procedure/process reference: 3.1.1 Training administration

3.1.2. Training cancellation by the employee

An employee must provide at least five working days' notice of cancellation of attendance at a training course except for emergency cases approved by the Human Resource Department and the Line Manager.

If an employee cancels their attendance within five working days of the training course, their manager will be offered the option of enrolling a replacement employee on the course. If no representative from the division attends the training, the full cost of the training will be charged to the learning and development budget for the division.

If an employee fails to attend the training and does not notify the HR Department of cancellation, the full cost of the training will be deducted from the learning and development budget for the division. The employee will also be suspended from attending any training event offered by the organisation for a period of six months as per Article x of the UAE Federal Government HR Law.

Procedure/process reference: 3.1.2 Training cancellation by the employee

Legislative reference: Article x of the UAE Federal Government HR Law

3.1.3. Training cancellation by the department

Training may be cancelled by the department by providing at least five working days' notice of cancellation of attendance at a training course. Reasons could be due to changing strategic needs or focus of the department, urgent or unexpected work allocated to the employee, or changes to the employee's personal development.

In these circumstances the learning and development function will make every effort to enrol another employee onto the training course and no cancellation charge will be applied to the division. The learning and development function will reallocate the budget applied to the cancelled training course in line with the revised needs of the department.

If an employee fails to attend the training based on the instruction of the department and the department does not notify the HR Department of the cancellation, the full cost of the training will be deducted from the learning and development budget for the department.

Procedure/process reference: 3.1.3 Training cancellation by the department

3.1.4. Training attendance

An employee enrolled in a training course must attend for the full duration of the program unless directed by their line manager to urgently return to business duties.

If an employee is late, or unable to attend due to sickness or emergency they must notify the HR Department before the start of the training session. In these circumstances it will be at the discretion of the course trainer to determine

whether the employee is eligible for the course certificate, based on the amount of training they have missed.

Training providers will provide the Human Resource department with full records of employee attendance.

Procedure/process reference: 3.1.1 Training administration

3.1.5. Trainee assessment and evaluation

Training providers will provide the Human Resource department with a learning evaluation for each employee enrolled in the training course in line with the guidelines provided by the UAE Federal Government.

Procedure/process reference: 3.1.5 Trainee assessment and evaluation

3.1.6. Employee training records

The HR Department will retain a record of all formal learning and development activities undertaken by employees and linked to their individual development plan.

The training record should include:

- Details of any formal off-the-job training courses undertaken by the employee including dates, number of days, qualifications or grades received, type of training activity, location and cost; and
- Details of any formal on-the-job development activities undertaken by the employee including dates, number of days, type of training activity and program feedback.

Procedure/process reference: 3.1.1 Training administration

3.1.7. Organisational training records

The HR Department will retain a record of all learning and development activities undertaken by the organisation in order to assess progress against the organisational learning and development plan and will make records available to the Federal Authority for Government Human Resources for the purposes of monitoring agreed key performance indicators and targets.

Procedure/process reference: 3.1.1 Training administration

3.1.8. Repayment of training costs due to voluntary resignation

If an employee leaves the organisation by their own choice within one year of undertaking any training course, where the course fees exceeds 10,000 AED, the cost must be repaid to the organisation. This repayment also applies to any professional certification program paid for by the entity regardless of the course fees. This repayment will be reduced on a pro rata basis (i.e. according to how much of the time period was completed).

This repayment may be recovered through the final month's salary payment. Where the final salary payment is not sufficient to cover this cost, the entity should make arrangements with the individual to recover the training costs. This could be through a one-off payment, or other recovery mechanisms determined on a case-by-case basis where it is demonstrated that a one-off payment is not possible.

The Director General may waive in whole or in part, the organisation's right to recovery if it is shown that the recovery would be against equity and good conscience.

Repayment of training costs does not apply to:

- Attendance at seminars or conferences;
- Attendance of meetings, exhibitions, workshops, or short research trips; and/or
- Any other training below the 10,000AED threshold (excluding professional certification programs).

Procedure/process reference: 3.1.8 Repayment of training costs due to voluntary resignation

3.1.9. Repayment of training costs due to failure of course requirements

If an employee does not successfully complete the minimum requirements for a training or education program, where the cost of training exceeds 10,000AED, the cost must be repaid to the organisation.

This applies where an employee has failed to meet the minimum number of attendance hours required; or breached the UAE Federal Government employee code of conduct, or any other conditions related to Learning and Development stipulated in the Executive List .

This clause also applies to any professional certification programs paid for by the entity.

In such cases the full course fees must be repaid to the organisation. The entity should make arrangements with the individual to recover the training costs. This could be through a one-off payment, or other recovery mechanisms determined on a case-by-case basis where it is demonstrated that a one-off payment is not possible.

Any application to waive in whole or in part the organisation's right to recovery must be approved by the Director General.

Procedure/process reference: 3.1.9 Repayment of training costs due to voluntary resignation

3.1.10. Training allowances and expenses: local training

Government entities shall bear the travel expenses of employees who are required to attend training within the country as per Article 62 of the UAE Government HR Law Executive List.

All costs should be paid by the employee and receipts used to claim back these costs using the organisations expense claim process.

Legislative reference: Article 62 of the UAE Government HR Law Executive List

3.1.11. Training allowances and expenses: overseas training

UAE Federal Government employees are eligible to attend training courses outside the country for a period of less than three weeks as per Article x of the UAE Federal Government HR Law.

Government entities shall bear the travel expenses of employees who are required to attend training internationally, including:

- Providing air tickets from the UAE to the nearest airport to training destination in the class of travel specified for their grade in the UAE Federal Government HR Law and Executive List;
- Providing a travel entitlement as per the UAE Federal Government HR Law and Executive List;
- Providing daily per diem allowances as per the UAE Federal Government HR Law and Executive List.

The HR Department will take responsibility for organising any international flights required for training purposes.

Legislative reference: Article x of the UAE Federal Government HR Law and Executive List

3.2. Forms of learning

3.2.1. Full time study leave

An employee of the UAE Federal Government may be eligible for full time study leave to obtain a post-higher school qualification within or outside the country for the period of the approved education program. Employees seeking full time study leave should meet all criteria outlined in the UAE Federal Government HR Law and have the program clearly linked to their individual development plan.

They must also have achieved at least a 'Meets Expectations' during the annual employee performance review over the past one year and be identified as a high potential employee through the Fast Track Development program.

Where an employee on full time study leave is required to complete research or job placement as part of their educational requirements, all work should be undertaken within the UAE Federal Government.

The full conditions for full time study leave are outlined in Article 81 of the UAE Federal Government HR Law and Executive List.

Procedure/process reference: 3.2.1 Full time study leave

Legislative reference: Article 85 of the UAE Federal Government HR Law

3.2.2. Short study leave

Employees of the UAE Federal Government who are enrolled in a distance learning programme outside the country, or in regular evening classes at an accredited Institute within the country, may be granted fully paid leave in order to perform exams for the period specified in the approved examination schedule.

The reasons for short study leave may be a result of:

- Ongoing class requirements throughout the semester or
- Examination study and attendance requirements.

In addition, employees may be granted extra study leave up to 5 working days per year to attend classes or prepare for examinations.

The short study leave shall be approved by the Line Manager and balances recorded by the HR Department.

Procedure/process reference: 3.2.2 Short study leave

3.2.3. Scholarship

A scholarship is an award of financial aid to non-employees for the purpose of furthering their education (for example the 'MASAR' program). Scholarship will be awarded according to Article 62 of the UAE Federal Government HR Law Executive List.

Legislative reference: Cabinet Resolution and Article 62 of the UAE Federal Government HR Law Executive List

3.2.4. Job rotations

Job rotations are a form of on-the-job learning where an individual is moved through a schedule of assignments designed to give them a breadth of experiences, and an exposure to the different jobs of an occupation or entity.

Job rotations are suitable development solutions for employees who:

- Are seeking a general rather than technical career path (e.g. general management),

- Need to gain rapid exposure to wide range of jobs within an organisation (e.g. new employees or fresh graduates), or
- Need to enhance specific skills.

Job rotations are available to employees at all grades and levels within the organisation, however are most likely to be used for fresh graduates or high potential leaders.

Job rotations must meet the following criteria:

- The job rotation should be identified and agreed by the original line manager, host line manager and the employee;
- The duration of each rotation should not be less than one month or more than three months;
- Any number of rotations is permissible; however the total duration of the job rotation period should not exceed 24 months;
- The rotation should occur within the same Government entity only. Any external loan of employees should occur under the secondment criteria outlined in 3.2.7;
- A line manager/mentor must be assigned to the employee for each rotation;
- The purpose and objectives of the job rotation should be agreed with both the original and host line managers prior to the job rotation;
- The original line manager must demonstrate to the Human Resource department how the role will be resourced while the employee is on the job rotation and how and when the employee will be repatriated back into the team upon completion of the job rotation; and
- A project performance review will be conducted by the host line manager upon completion of the job rotation and used as input into the annual performance review which will be conducted by the original line manager.

The Human Resource department will approve the job rotation plan in line with procedure 3.2.4. The full number of hours spent on job rotation will be recorded in the learning and development record of the individual.

There will be no change to an employee's existing salary, terms or conditions throughout the job rotation period regardless of the duties performed whilst on rotation.

Procedure/process reference: 3.2.4 Job rotation

3.2.5. Stretch assignments/special projects

Stretch assignments/special projects are a form of on the job learning where an employee is assigned to a role within a project or team that is outside of their immediate comfort zone.

Stretch assignments/special projects are suitable for:

- Grooming high potential employees for new roles;
- New managers who need to develop people skills; and
- Employees who would benefit from expanding their knowledge by working with new people or new technologies.

Stretch assignments/special projects are available to employees at all grades and levels within the organisation.

Stretch assignments/special projects should meet the following criteria:

- Stretch assignments/special projects should be jointly identified between the line manager and the employee as part of the individual development plan;
- For existing projects, stretch assignments/special projects should be approved by the project manager;
- For new projects, stretch assignments/special projects should be approved by the CEO upon submission of a project charter outlining the business benefits and project costs;
- The line manager must identify a mentor to be assigned to the employee for the duration of the assignment or project. It is the responsibility of the mentor to help the employee source any help that is required to complete the project ;
- The line manager must demonstrate to the Human Resource department that they have planned resource coverage to ensure that day-to-day business operations will not be affected by the assignment/project;
- A project performance review will be conducted by the project manager or mentor upon completion of the assignment/project and used as input into the annual performance review which will be conducted by the original line manager.

The Human Resource department will approve the stretch assignment/special project plan in line with procedure 3.2.5. The full number of hours spent on stretch assignment/special project will be recorded in the learning and development record of the individual.

There will be no change to an employee's existing salary, terms or conditions throughout the stretch assignment/special project period regardless of the duties performed whilst on rotation.

Procedure/process reference: 3.2.5 Stretch assignments/Special projects

3.2.6. Job shadowing

Job shadowing is a form of on the job learning where an employee learns about a job by walking through the work day as a shadow to a competent worker.

Job shadowing is suitable for:

- New employees;
- In situations where demonstration is required; and
- As a follow up to classroom training to cement new learning.

Job shadowing is available to employees at all grades and levels within the organisation.

Job shadowing assignments should meet the following criteria:

- The job shadowing assignment should be identified and agreed by the line manager, the employee and the shadowee;
- The duration of job shadowing can range from one hour to a maximum of five days;
- To be identified as a shadowee, an employee should be identified as suitable by their line manager after having been in their current role for more than 1 year and having achieved at least a 'Meets Expectations' during their last performance review';
- Multiple shadowees may be identified with an employee rotating among each for a pre defined period. In this case the total of the complete job shadowing period should not exceed ten working days;
- Job shadowing can occur within the same entity, in other entities of the UAE Federal Government or with an external organisation;
- Employees completing job shadowing assignments outside of the organisation should act as an ambassador of the UAE Federal Government and conduct themselves accordingly;
- The purpose and objectives of the job shadowing assignment should be agreed with both the employee and shadowee prior to the job shadowing;
- The shadowee will provide the line manager with a review of the attitude and capacity to learn of the employee upon completion of the assignment.

The Human Resource department will approve the job shadowing plan in line with procedure 3.2.6. The full number of hours spent on job shadowing will be recorded in the learning and development record of the individual.

Job shadowing will not result in any change to an employee's existing salary, terms or conditions.

Procedure/process reference: 3.2.6 Job shadowing

3.2.7. Secondment

A secondment is defined as a temporary loan of an employee to another entity, or to a different part of the same entity, for a specific purpose for a specific time to the mutual benefit of all parties.

A secondment can arise from:

- A resourcing shortfall for a new project or job;
- Retraining opportunities for employees affected by significant organisational change;
- A specific development need for an individual high potential/high performance employee as identified in their individual development plan;
- A specific development need within the host entity for which the secondee can play a role in coaching and upskilling.

There are four types of secondment:

- Within the same government entity;
- Between different entities of the UAE Federal Government;
- To non government entities within the UAE; and

- International secondments.

Secondments should be for no less than three months and no more than 24 months.

Seconded employees are entitled to maintain their terms and conditions of employment.

For all secondments within the UAE, the host entity is required to cover the salary payments to a seconded employee for the full duration of the secondment.

For international secondments the seconding entity will continue to cover the salary of the employee; however they will not accrue annual leave. This does not preclude the seconded employee from receiving any payments from the international organisation.

Where the terms and conditions for the secondment opportunity would be greater than those in the original post, the appropriate terms and conditions of the secondment post would apply for the period of the secondment only.

Seconded employees are eligible for annual salary increases and the full secondment period will count toward their total length of service.

Secondment opportunities should be allowed to run their course, however, the seconding entity reserves the right, exceptionally, to recall seconded employees prematurely if required. Termination of the secondment, prior to the agreed expiry date, will normally be subject to a notice period of one month.

Procedure/process reference: 3.2.7 Secondment

Legislative reference: To be added

3.2.8. Seminars and conferences

A UAE Federal Government entity may cover, as a training expense, an employee's attendance at a meeting or conference when the content is deemed:

- Relevant to improving the employee's performance and/or
- Complementary to the employee's individual development plan.

For local meetings or conferences, the entity will bear the cost of registration, as well as providing local training allowances as outlined in 3.1.10.

For international meetings or conferences, the entity will bear the cost of registration, as well as providing international training allowances as outlined in 3.1.11.

Procedure/process reference: 3.2.8 Seminars and conferences

3.2.9. Return from full time study leave

The UAE Federal Government is committed to placing employees who have been on full time study leave back into a position that is commensurate with their education and experience.

In order to ensure that we are adequately planning for the return of such employees, the following activities must take place in the planning stages for all full time study leave applications:

- Full outline of how the course will contribute to the development objectives as outlined in the individual development plan;
- Study leave communication plan including how the employee will maintain contact with the organisation, the team and their immediate manager during the study leave period;
- Resourcing plan including how the existing role will be resourced during the study leave; and
- Repatriation plan including when and how the individual will be integrated back into the team after the study leave.

Study leave applications will not be accepted without each of these elements completed in full and reviewed by a representative of the Human Resource department.

The likely date of completion of the study leave will be recorded by the Human Resource department who will make contact with the line manager and employee six months and three months prior to the planned date of return to discuss their exact role upon return to the organisation/sector.

Procedure/process reference: 3.2.9 Return from full-time study leave

3.2.10. Return from secondment

The UAE Federal Government is committed to placing employees who have been on secondment for a significant length of time back into a position that is commensurate with their new experience.

In order to ensure that we are adequately planning for the return of such employees, the following activities must take place in the planning stages for all secondment applications which exceed one year in duration:

- Full outline of how the secondment will contribute to the development objectives as outlined in the individual development plan;
- Secondment communication plan including how the employee will maintain contact with their original team and their immediate manager during the secondment period;
- Resourcing plan including how the existing role will be resourced during the secondment period; and
- Repatriation plan including when and how the individual will be integrated back into the team after the secondment period.

Secondment applications will not be accepted without each of these elements completed in full and reviewed by a representative of the Human Resource department.

The likely repatriation date of the individual will be recorded by the Human Resource department who will make contact with the line manager and employee six months and three months prior to the planned date of return to discuss their exact role upon return to the organisation/sector.

Procedure/process reference: 3.2.10 Return from secondment

3.3. Succession planning

Succession planning is a strategic, systematic and deliberate activity to ensure the availability and sustainability of a supply of capable staff that are ready to assume key or critical organisational roles as they become available.

The succession planning process will be managed by the HR Director in each UAE Federal Government entity and will occur in September each year. The HR Director will have responsibility for setting the succession planning schedule, driving the overall process and convening the talent calibration committee.

The succession process will identify:

- Critical positions within each division;
- Succession risks including likelihood and impact; and
- Contingency plans including successor name and any training required or other action to be taken in order to adequately prepare this individual for the role.

Critical positions will be identified by the Director General and the HR Director can be identified at any grade, level or occupational group if it meets one of the following criteria:

- Is a key contributor in achieving the organisation's strategic objectives;
- Performs a critical task that would stop or hinder vital functions from being performed if it were left vacant;
- Requires specialised or unique expertise (skill sets) that is difficult to replace;
- Is the only one of its kind in a particular location and it would be difficult for a similar position in another location to carry out its functions; or
- Is considered in a job class or occupational group in danger of "knowledge drain" due to retirements or high turnover or targeted for Emiratisation.

For each critical position, up to three planned successors can be identified. Successors will be identified by a talent calibration committee. The talent calibration committee is comprised of the Director General, CEOs and the HR Director.

Identified successors should meet the following criteria:

- Have been identified as having the potential to assume greater responsibility in the organisation (through the fast-track programme);
- Have already completed the minimum education requirements for the position and be near to completing the desirable education requirements for the position (as outlined in the job description);
- Have achieved at least 'Meets Expectations' during the previous year's performance review;
- Demonstrated their commitment to ensuring team goals are achieved within cultural and ethical guidelines.

An individual employee can only be assigned as a successor to one position.

It is possible to identify a potential successor who is not currently able to fill the role currently due to a lack of experience or skills. In this case the individual development plan should focus on bridging the gaps in the employees required skills and experience.

It is also possible that the organisation has no successors currently available for some positions. The succession plan will identify any sourcing or development actions to be taken in order to ensure that adequate talent exists within the organisation to fill critical positions.

It is important to note an indication of likely successors is not a pre-judgement of any competition for the role. If the critical role becomes vacant then an open and fair recruitment process must be held. The indication of likely successors should seek to provide management with assurance that potential successors do exist.

Successors will be approved by the Manager two levels above the critical role and the final succession plan will be approved by the Director General.

The succession plan is confidential and will generally not be communicated with identified successors.

The succession plan will be reviewed and updated in September each year.

Procedure/process reference: 3.3 Succession planning

3.4. Fast track development programme

The UAE Federal Government recognises the importance of identifying and investing in the development of our high potential employees. A high potential employee is defined as those with 'the ability, motivation and aspiration to rise to and succeed in more senior and critical positions'.

A high potential employee may be identified from any grade, level, job category or division. Performance data or assessment centre results may assist in further narrowing the list of nominees.

Employees are mapped against the performance/potential matrix by their line manager or CEO.

High performance employees are defined as those who have received the highest rating during the most recent performance review cycle.

High potential employees are those who are observed to meet the following criteria:

- Having the respect and trust of supervisors, peers and subordinates;
- Maintaining a high level of competence in technical or functional discipline;
- Consistently producing tangible, measurable results above expectations;
- Ensuring that team goals are achieved within cultural and ethical guidelines;
- Being a proactive catalyst for change;
- Consistently seeking feedback and accepting constructive criticism;
- Self-managing in a manner that fosters learning and high-performance;
- Thinking and solving problems creatively);
- Contributing critical judgment at some level of setting organisational strategy; and
- Excellent results from the Assessment Centre (if available).

The HR Department will review line manager nominee profiles to ensure consistency across the organisation by drawing on performance data or other available assessment results to further narrowing the list of nominees.

A talent calibration committee consisting of the Director General, CEOs and the HR Director will determine the final high potential talent pool. The HR Director will communicate high potential status to employees and line managers as appropriate.

The learning and development function will review the individual development plans of high potential employees to ensure they are focussed on longer term development activities which will help the organisation to achieve its strategic objectives.

The learning and development function may also implement any specific actions required to invest in this group of employees including:

- Specialised leadership development training
- Multi-disciplinary rotation program:
- Action learning programs; or
- Mentoring programs.

The identification of high potential employees will occur in each UAE Federal Government entity in December each year.

Nominees for the high potential talent pool are open to change each year.

Procedure/process reference: 3.4 Fast track development programme

3.5. Linkages between programmes

For all strategic development programmes, eligibility will be limited to employees who have been demonstrated to have met all conditions outlined in the Executive List and this policy. They should have achieved at least a 'Meets expectations' or 'Exceeds expectations' during the most recent performance review. Their eligibility to participate

will also be dependent on their long term potential with the organisation as defined during the identification phase of the fast track development programme outlined in this policy.

Programme	Performance criteria <i>'Meets or exceeds expectations'</i>	Potential criteria <i>'High potential'</i>	Recommended by	Approved by
Fast track development programme	✓	✓	Talent calibration committee	Director General
Succession planning	✓	✓	Talent calibration committee	Director General
Full time study leave	✓	✓	Director General	Minister of Higher Education

4. Review development effectiveness

4.1. Training effectiveness review

All training programmes are evaluated to determine if they have met the training objectives within the planned timeframe.

Each employee must complete a training effectiveness review at the conclusion of their training programme and at three months after course completion.

Based on the results of this review, all training suppliers will be assessed for the quality of their training programmes and the competency of their trainers.

Repeat training is carried out only if the training course has added value, and the objectives of the training have been met.

Procedure/process reference: 4.1 Training effectiveness review

4.2. Key performance indicator reporting

Reporting on key performance indicators allows us to understand the cost of administering learning and development programmes, identify potential areas in our learning and development operations for efficiency improvements and make evidence-based decisions about any changes required to the way we deliver our services for maximum impact on organisational outcomes.

The Federal Authority for Government Human Resources will identify mandatory Government-wide learning and development key performance indicators to be collated by all Government entities. This data will be reported to the Prime Minister's office at least once per year and will occur in line with the June-December reporting period defined by the Prime Minister's office.

Each Government entity should also collate their own metrics on learning and development delivery and effectiveness as outlined in procedure 4.2. This data should be reported to management of the entity at least once per year and clearly identify the effectiveness of the learning and development plan in meeting the specific objectives identified in the training needs analysis.

A full list of mandatory and optional key performance indicators is available in procedure 4.2.

Procedure/process reference: 4.2 Key performance indicator reporting

5. General terms of this policy

The Federal Authority for Government Human Resources is authorised to:

- Develop and update procedures and processes related to this policy on an ongoing basis.
- Set up a function dedicated to managing Learning and Development within each entity/Ministry

In situations of perceived conflict between this policy and the UAE Federal Government Human Resources Law or Executive List, the latter will prevail.