



# Employee Attraction & Retention Guide



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## 1. Introduction

Governments pay great attention to the human capital as it is the main driver of the economy and development leading countries to be amongst the most developed countries. Convinced of the necessity of attracting and retaining competent and talented employees, governments developed strategic initiatives for this purpose and encouraged employers to effectively adopt and apply it.

Employers started to depend on untraditional and innovative methods and tools to attract and retain talents. In addition to publishing vacancies in papers and through recruitment agencies, employers started to optimally use technology including social media websites and smart applications to be up to date and reach more talents. Employers considers various factors during the process of attraction including, but not limited to, (selecting talents according to clear standards that can be measured through reliable scientific methods, focusing on equal employment and development opportunities available for both sexes, paying great attention to the people of with disabilities in order to benefit from their skills in community services, providing all means of support to youth, as well as the experienced employees, with a view to achieve their practical ambitions). Regarding retention of talented and competent employees, employers realized that employees do not look for financial gains only, they also look for a work environment providing balance between work and private life and provide them with career development opportunities.

Therefore, the Federal Authority for Government Human Resources (FAHR) developed this guide for the federal entities in order to support the HR departments and direct managers in attracting and retaining experienced and competent employees, taking into account a set of strategic and operational indicators, package of initiatives and projects that contribute to achieving UAE Vision 2021 and the HR strategic targets in the federal government. FAHR used benchmarks and distinguished practices from locally and international leading organizations in the field of human capital development and

management in the form of practical examples, means and tools to enrich the guide and support it with success stories that can be beneficial.

## 2. Objectives and Content

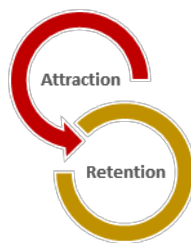
The main objectives of developing the "Employee Attract and Retention Guide" is to attract talents to work in the federal government and keep pace with the new developments in the field of human capital management in order to meet the federal government's priorities and aspirations.

This guide aims at achieving the following:

1. Determining and limiting the causes that lead competent and talented employees to leave the federal entities.
2. Defining a framework for the federal entities to develop tools for attracting and retaining competent and talented employees.
3. Supporting and encouraging the federal entities to develop innovative practices and solutions ensuring privacy of each entity and enhancing the effectiveness of attraction and retention process.

This guide includes two focal points:

1. Attraction
2. Retention



This guide includes terms having specific meanings that shall be clarified as follows:

### Entity's Organizational Identity

The entity's image from the employees and stakeholders view point building on the organizational culture based on the applicable practices reflecting the entity's general impression as a preferred employer.

<b>Harmony</b>	Expresses the employee's interest in his work, engagement in the work place and relation with the job and its objective as well as the work relations with colleagues and superiors.
<b>Employee Welfare</b>	As set of programs, initiatives and services aiming at improving the employee's physical and mental health due to its importance in development of their behavior, job performance, and productivity. It further aims at improving their incentives to work which positively reflect on their happiness, organizational loyalty and affiliation.

### 3. Employee Attraction

Strategic planning of the workforce is a key element in identifying the nature of jobs and the targeted talents in the entity. Consequently, the recruitment plans and job budget are developed according to clear methodology based on the entity's strategic plan.

Employee's experience and expectations about start in his/her first experience in the attraction stage. Possible candidates have different needs; some of them are looking for higher wages and better advantages, others look for accomplishing distinguished personal and professional achievements, and other look for flexible working hours. Therefore, the entities' HR departments should know the candidates' needs and adopt selection and recruitment mechanism accordingly.

#### Attraction Solutions (Mechanisms)

##### 1. Attraction:

The process of attracting the required number of talents to apply for a job vacancy in the entity at a specific period according to the workforce strategic planning outputs.

**Recruitment Sources:** There are two sources of recruitment:

**Internal Recruitment**

**External Recruitment**

- Internal Reference
- Internal walk in
- Promotions
- Transfer (Job Rotation)

- Candidate database
- Educational institutions
- Emiratization concerned government entities
- External recruitment firms
- Internships and summer training
- References
- Masar Programme

**A. Internal Recruitment** through giving the entity's employees an opportunity to transfer to a vacancy (within the entity) if the vacancy conditions apply to them. Internal recruitment sources are divided to four sections:

1. **Internal Reference:** When the current employees recommend recruitment of a suitable candidate of their friends or professional acquaintances to fill in a vacancy in the entity, provided that he/she shall meet the job requirements and passing the required tests. Entities may also develop incentive programs commensurate with the entity's policies and internal procedures to attract the best talents in the entity.
2. **Internal walk in:** When an employee can apply for a vacancy higher than his/her current position or in the same level in any department within the entity.
3. **Promotions:** When an employee fills a vacancy higher than his current position. Promotions are the most common type of internal recruitment in the entities. Many entities use promotions as a mean to incentivize and reward outstanding performers. It also enhances awareness among other employees in the entity about the career path and the development opportunities. Entities use succession planning to develop future promotion plans for the important and sensitive jobs<sup>1</sup>.
4. **Transfer (Job Rotation):** Transferring the employee from his current position to a vacancy in the same level but in another department for the purpose of career development only<sup>2</sup>.

**B. External Recruitment:** Attracting talented and competent candidates from the labor market (outside the entity). Economic strength, unemployment rate, and competitiveness greatly affect the entity's ability to attract talents from the labor market. There are various sources of external recruitment sources, most notably:

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<sup>1</sup> FAHR will develop a guide for succession planning in the federal government

<sup>2</sup> Please review Federal Government Training and Development Guide



1. **Candidate database:** A database developed by the entity using resumes, and employment applications received by the HRD via the entity's website or recruitment system (e.g. the electronic recruitment system in the human resources information management system "Bayanati"), job fair, recruitment campaigns or any other publication means.
2. **Educational institutions:** Websites of universities and institutes may be used to publish vacancies. Also, job fairs may be held at universities and institutes with a view to meet with the potential graduates.
3. **Emiratization concerned government entities:** Help of the government entities concerned with Emiratization is sought to attract the national talents and to coordinate therewith to know the specialties of the current candidates at these entities to be put into consideration in developing the entity's workforce development plan.
4. **External recruitment firms:** An agreement is made with such firms to search for candidates and compare their current competencies to the targeted ones.
5. **Internships and summer training:** Opportunities made available by the entity for university students or fresh graduates to work as interns for a period that might end up by permanent employment.
6. **References:** Recommendation of candidates by some parties such as unemployed candidates, retirees or entity's partners.
7. **Masar Programme:** The program aims at attracting and sponsoring UAE national high school graduates who wish to acquire higher qualification with a view to fill positions in the federal government sectors<sup>3</sup>.

*During external recruitment process, Emiratization government policies shall be taken into consideration.*

Looking for the internal talents suitable for a vacancy before moving to searching outside the entity increases levels harmony and employee loyalty. It further enhances awareness of the employees about importance of developing their careers and the development opportunities in the entity.

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<sup>3</sup> Please review cabinet decree no. (31) of 2010 on sponsorship of UAE national high school graduates in the federal government sector (Masar)

Advantages of using various recruitment sources:

Recruitment Sources	Pros	Cons
Internal Recruitment	<ul style="list-style-type: none"><li>• Outstanding performance reward for current employees</li><li>• Employee's knowledge of the entity's organizational culture, objectives, and policies, and entity's knowledge of the employee's abilities and competencies)</li><li>• Ability to adapt to the new job faster than external recruits</li></ul>	<ul style="list-style-type: none"><li>• Need to concentrate efforts to train and develop new employees.</li></ul>
External Recruitment	<ul style="list-style-type: none"><li>• Supplement the entity with new talents and ideas</li><li>• Help the entity get the required talents</li><li>• Reduce training cost if qualified experienced talents are recruited</li></ul>	<ul style="list-style-type: none"><li>• May result in recruiting individuals not suitable for the entity's organizational culture.</li><li>• Increase recruitment cost</li><li>• Longer period of training and qualification</li></ul>

Vacancy announcement:

The method used to inform entity's employees or candidates in the labor market of a vacancy in the entity.

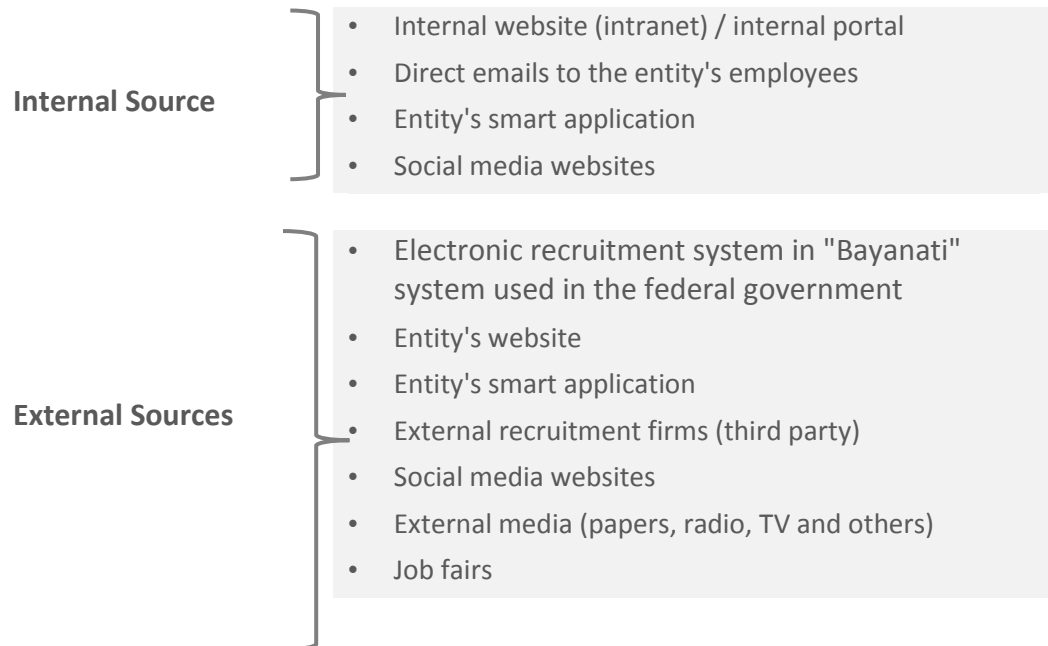
There are various considerations that shall be taken into account in announcing a vacancy, including:

- A. **Job description:** The entity shall include a clear job description in the vacancy ad including the major tasks to be performed, minimum accepted academic qualification, minimum years of experience, key competencies in the candidate, and any other key conditions for filling the vacancy.
- B. **Grade:** The entity shall identify the grade which the candidate will fill when recruited.

- C. **Salary and benefits:** The entity shall indicate the total salary range and benefits to be granted to the candidates if employed in the entity.
- D. **Deadline for receiving resumes and employment applications:** The entity should define a deadline for receiving employment application.
- E. **Expected Work Start Date:** The entity shall define the work start date for the potential candidates.

Means of announcement:

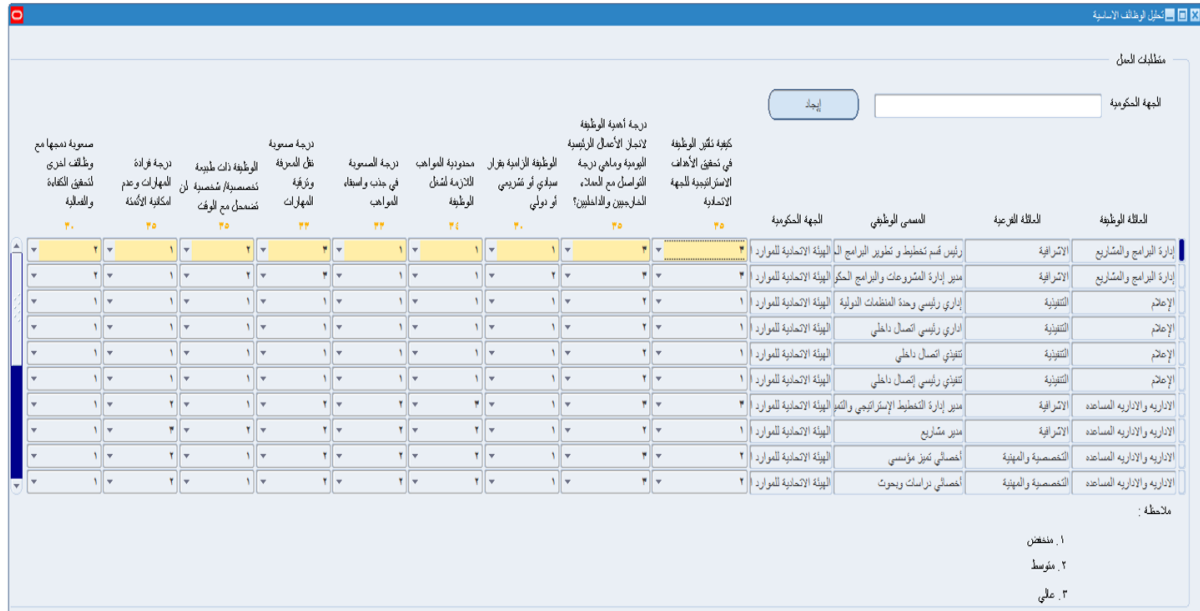
These means vary depending on the job and source of recruitment:



When selecting one or more of these solutions for announcing a vacancy, the following shall be taken into account:

- A. **Job nature:** The following shall be taken into account:
1. Career level of the vacancy;
  2. Rarity of the required specialty according to the results of the **workforce strategic planning system** and availability of competencies in the labor market.

3. Significance of the job to perform the major tasks according to the outputs of **workforce strategic planning system**



### Analysis of the targeted jobs in the workforce planning (Source: Bayanati)



#### Results of the targeted jobs analysis in the workforce planning system Bayanati

**B. Time needed to fill the vacancy:** The entity shall take two key factors into account:

1. End of service date of the current employee filling the job.
2. Time needed to assign tasks to the new employee.

**C. Labor market:** Targeted labor market shall be considered in terms of:

1. Targeted geographical areas;
2. Targeted category (fresh graduated, medium experience, long experience);
3. Availability of targeted specialties and experiences.

**D. Targeted Candidates:** The entity shall take into account the nature of the targeted candidates in terms of:

1. Age group, as identifying the age group will significantly affect the nature of advertising means (e.g. young age groups prefer to use social media websites and smart phone applications while candidates with long experience prefer websites or publications).
2. Language: The entity shall take into account the language appropriate for announcement. It shall be simple and clear.

## **2. Selection:**

Selecting the appropriate candidate to fill a vacancy is one of the most important processes that HRDs and other departments shall pay a particular attention thereto as it has a great impact on the entity's competency and talent management plans, productivity and training budgets. It can be defined as comparing the candidates and selecting the most suitable one according to the job requirements.

Selection process has four stages:

### **A. Receiving resumes and employment applications**

When a vacancy is announced, the entity receives candidates' resumes. As there is no unified model of resumes, it is preferred that the entity develops an electronic form for collecting candidates' data to facilitate comparison. FAHR also recommends using the electronic recruitment system in "Bayanati" in this regard.

الصفحة الرئيسية الوظائف الشاغرة المرشحين

هو حجاباً فاطمة علي عبدالله احمد الحوطي

بطيخة شاعرة جديدة

في iRecruitment

السلطات

مدوح أداه أحدث خمسة تليقات. انقر الموضع المراد الاستجابة له آخر زر قائمة كاملة لرؤية كل التليقات الخاصة بك

القائمة الكاملة

من	الموضوع	إرسال
<Please enter>	فاطمة علي عبدالله احمد الحوطي has submitted an application for the vacancy JRC0001	12:02:57 2015-12-07
<Please enter>	فاطمة علي عبدالله احمد الحوطي has submitted an application for the vacancy JRC0001	09:40:08 2015-12-07
<Please enter>	Mouza محمد محمد has submitted an application for the vacancy JRC0001	19:44:08 2015-12-06
<Please enter>	ALANSARI has submitted an application for the vacancy JRC0001	00:29:36 2015-12-02
<Please enter>	محمد ليو علي باجي has submitted an application for the vacancy JRC0001	16:29:16 2015-11-30

الوظائف الشاغرة الجديدة الخاصة بي

منذ عدد الأيام 15

دقائق (منذ: 10)

إضافة	طلب	تاريخ آخر تحديث	تاريخ آخر تحديث بواسطة	تاريخ التكوين	اسم الوظيفة	عدد الوظائف	الحالة الشاغرة	اسم المصعب	المسمى الوظيفي	اسم الوظيفة	مجموعة الأعمال
إضافة	طلب	فاطمة علي عبدالله احمد الحوطي	11-25 2015-11-25	97	الهبة الانتخابية	0	الحالة شغرها	محمد	التخصصية المتوسطة/الخبراء/أخصائي	JRC0001	الحكومة الانتخابية

Electronic Recruitment System (in Bayanati)

## B. Reviewing resumes and developing a list of candidates

The entity's recruitment team review the received resumes or employment applications and compare abilities, competencies, and experiences of the applicants to the abilities, competencies and experiences required in the approved job description. The recruitment may also make a reference check to enquire about the candidates' performance. Then, they develop a list of candidates meeting the requirements of the vacancy according to the job description and submit the list along with the resumes and employment application to the concerned department/requesting party for final approval.

**C. Determining targeted capabilities measurement tests for the candidates in order to assess their competencies and abilities to perform the required tasks**



The entity should determine the required measurements, and the **Federal Government Capabilities Framework "Qudarat"** launched by FAHR in 2015 may be used.

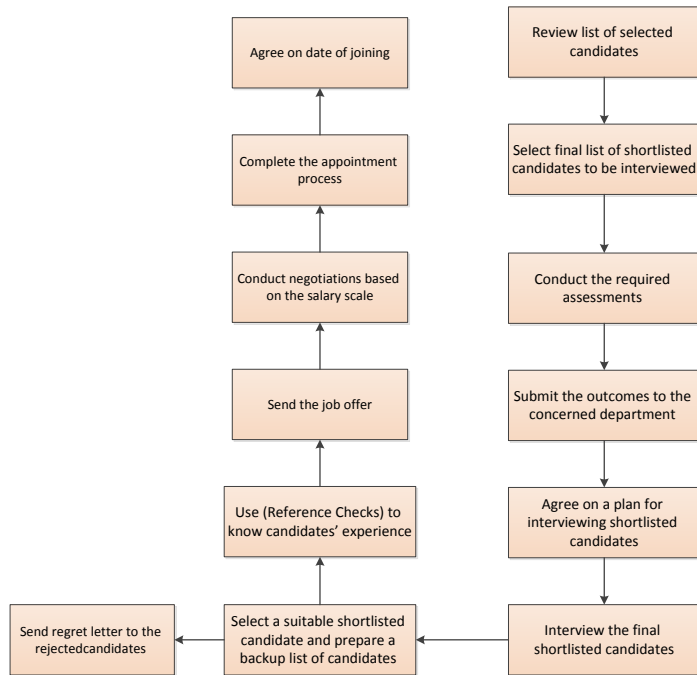
**D. Selecting suitable candidates**

- The concerned organizational unit in the federal entity is responsible for reviewing the list of candidates and developing the final list for interviews and tests.
- Holding the necessary tests on the specified dates.
- Submitting the results to the concerned department/requesting party to develop a list of candidates to be interviewed.
- HR department coordinates and agrees with the requesting party on the plan of the final candidate interviews.
- Submitting the results of interviews to the requesting party in preparation for selecting the suitable candidate by the requesting party and developing a list of alternate candidates.
- Some entities enquire about the employee experiences through reference check.
- Submitting job offers through HR department to the suitable candidate and negotiating with him/her according to the entity's approved payroll.
- When the suitable candidate accepts the job offer, the administrative procedures shall start, and if he/she apologizes to accept the job, negotiation with the next candidate may start immediately.

- After completion of the recruitment requirements, commencement date shall be agreed on with the requesting party and the candidate.
- Sending a letter of apology to the final candidates who were not selected.



### Summary of Attract and Recruitment Process



Reference shall be made to the Federal Government HR Guide in order to meet the candidate recruitment requirements

There are various means and tools that can be used to take a decision regarding the most suitable candidate for the vacancy:

Leadership Level	Specialist Level	Administrative Level
<ul style="list-style-type: none"> <li>• Competency-based interview (behavioral and related to specialty)</li> <li>• Assessment Center</li> <li>• * Personality Questionnaire</li> <li>• ** Ability Tests</li> </ul>	<ul style="list-style-type: none"> <li>• Competency-based interview (behavioral and related to specialty)</li> <li>• * Personality Questionnaire</li> <li>• ** Ability Tests</li> </ul>	<ul style="list-style-type: none"> <li>• Job Interview</li> <li>• * Personality Questionnaire</li> <li>• ** Ability Tests</li> </ul>

\* There are different types of personality questionnaire. Every questionnaire measures a certain number of personality aspects and work preferences. Larger number of aspects results in more accurate findings. Consequently, a certain questionnaire may be selected for every grade based on the information the entity needs to know about the candidate.

\*\* Capability tests differ in terms of complexity according to the academic qualification required for the vacancy. Types of the capability tests are various (e.g. verbal, numerical, abstract, spatial, mechanical and tests assessing ability to inspect certain data).

## Interviews

"UAE Talent Search 2015" Study conducted by **LinkedIn** indicates that 83% of the talents see that the negative impression in the interview might change their mind about accepting to work at the entity even if they like the job or the entity while 87% of the talents see that the good experience in the interview might change their mind about accepting to work at the entity even if they are uncertain about the job or the company while 53% of them see that the most important interview is one conducted with their possible manager.

77% of the talents stated that the interview is the key factor in accepting or rejecting the job while 20% see that it is one of the factors that shall be taken

into consideration, and only 4% see that the interview is not of the factors that might affect taking the decision of accepting or rejecting to work for the entity.

The study indicated that 77% of the talents want to hear the good news through the phone, 65% prefer to hear the bad news via email while 94% of the talents want to get notes on the interviews regardless of the decision (acceptance or rejection), while only 41% of the talents received notes on the interview from the recruitment entity.

Results of the job interview (of various types) provide the major information taken into account in selecting the suitable candidate including but not limited to academic qualifications, practical experience and personal and professional achievements. According to the published studies, accuracy level in predicting the performance of the candidate is only 15%, while percentage reaches 68% if the entity uses the tools known as Assessment Center.

Assessment Center is not a place, it is a tool used in selecting the suitable candidate for a vacancy. The entity invites the qualified candidates to the assessment center for one day or more. Through the center, candidates perform some timed exercises in presence of qualified assessors. These exercises assess competency of the candidate against the competencies required for the job according to the job description card and the entity's approved behavior and specialty competency framework including:

<b>.1 Group Discussion</b>	Candidates are asked to discuss a certain topic in groups and reach solutions.
<b>.2 Role Play</b>	Candidate is given a chance to interact with another person regarding a certain topic in a context of a business meeting.
<b>.3 In-Tray / In-Basket</b>	Candidate is given a set of documents containing a number of emails, memos and other documents. Then, candidate is asked to reply to such documents and take decision thereon according to priority.

<b>.4 Case Study</b>	Candidate is given a case study and asked to analyze the information contained therein and submit his/her recommendations in a written report.
<b>.5 Presentation</b>	Typically, candidate is asked to deliver a presentation to explain his/her recommendations in the case study exercise.

The Assessment Center may also include the candidate's filling in a questionnaire and going through some ability tests:

#### **1. Personality Questionnaire**

The Personality Questionnaire measures the main elements comprising the personality, which provide a perception about the nature of thinking, behavior, and interaction of people, for example, ability to withstand pressures, extent of compliance with laws, attention to details, and others.

#### **2. Verbal Test**

The Verbal Test measures the ability to understand the basic terminologies and the ability to communicate using the terminologies, which is suitable for all the tasks that require a general level of language abilities.

#### **Illustrative Example:**

Answer the following question by checking the right answer:

Many entities find it useful for them to hire students during the summer holiday. Usually, the fulltime employees like to take their leaves during this period and it is not odd for different entities to face some pressures in work during summer and to ask for additional staff too. In addition, summer recruitment also avoids hiring students who might come back as employees qualified to work in the entity after finishing their education. Guaranteeing the students' learning of much knowledge as possible encourages the desire

to work according to fulltime basis. The companies pay the students at fixed rates without the usual entitlements such as the paid or sick leaves"

*Sentence One: It is possible that the students finish the work of fulltime staff during the period of their leaves.*

*Sentence Two: The amount paid to students in summer recruitment is the same paid to the fulltime staff during their leaves.*

*Sentence Three: The students are subject to the disciplinary procedures especially for complaints.*

*Some entities have lots of work to be finished in the summer when the students who are ready for work are actually having their holidays.*

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### 3. Numerical Test

The numerical test measures the ability to use numbers in a logical and effective way. It is a test suitable for the jobs that require a general level of mathematical abilities.

#### Illustrative Example:

Answer the following question by checking the right answer:

Daily Newspaper	Total of Newspapers Readers		Percentage of Readers per Newspaper in Year 3	
	Year 1	Year 2	Males	Females
Newspaper 1	3.6	2.9	7	6
Newspaper 2	13.8	9.3	24	18
Newspaper 3	1.1	1.4	4	3
Newspaper 4	8.5	12.7	30	23
Newspaper 5	4.8	4.9	10	12

What is the total number of readers of Newspaper 1, Newspaper 5, and Newspaper 3 in the first year?

- A. 10.6
- B. 8.4

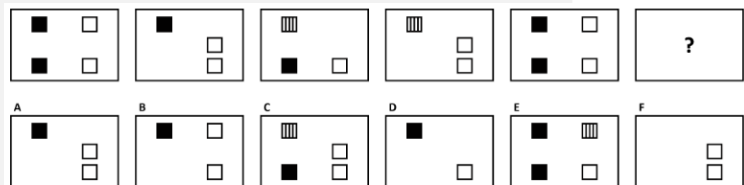
- C. 9.5
- D. 12.2
- E. 7.8

#### 4. Abstract Test

The Abstract Test measures the ability to understand, analyze, and use new information outside the scope of previous experience in solving a given problem.

##### **Illustrative Example:**

Answer the following question by checking the right answer:



The shapes in the first line are arranged in a serial way, which shape in the second line can complete the serial formation in the place of the question mark?

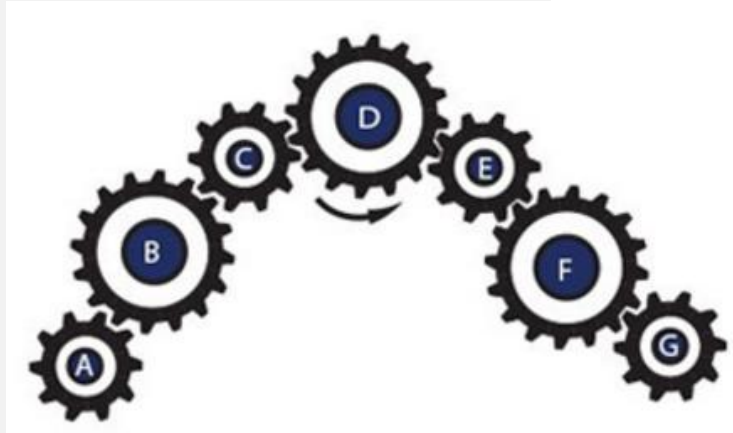
- A. A
- B. B
- C. C
- D. D
- E. E
- F. F

#### 5. Mechanical Test

The Mechanical Test measures the ability to understand and comprehend the mechanical concepts and the physical principles in operation. The elements of the test were selected from a wide range of fields (such as optics, electronics and biochemistry).

**Illustrative Example:**

Answer the following question by checking the right answer:



If the notched gear "A" cycles at 700 cycles per second, what is the rate of cycling of the notched gear "G"?

- A. 100
- B. 300
- C. 700
- D. 1000

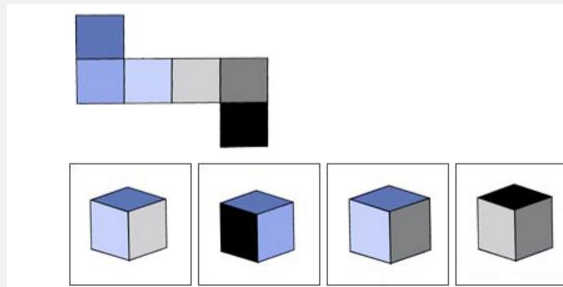
**Spatial Test**

The Spatial Test measures the spatial ability through the elements that assess the ability to visualize three-dimensional shapes and matching the three-dimensional shapes with two-dimensional shapes. The questions cover many shapes such as cubes, pyramids, cones, and semi- rhombus, as well as an innovative range of different multi-faceted shapes.



### Illustrative Example:

Specify the cube that results from folding the below shape



### Data Checking Test

The Data Checking Test measures the ability of attention to details through proofreading a group of alphabet and numbers to find the mistakes. The data given by the question may be meaningless (simply being letters and numbers) or may be in the forms of names and addresses.

### Illustrative Example:

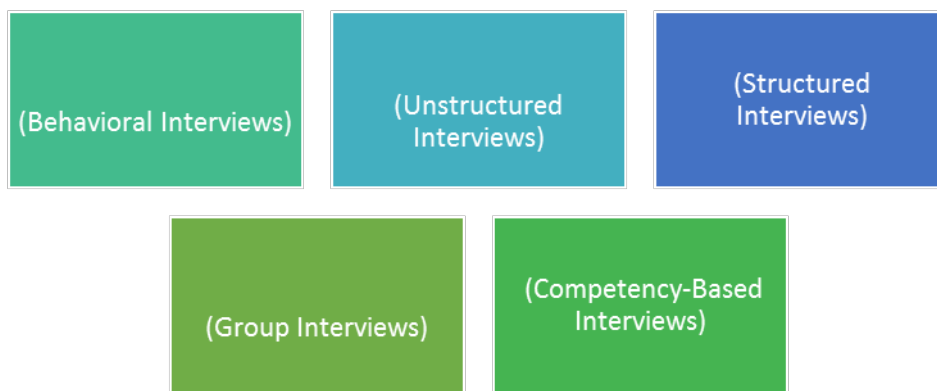
Specify the differences that appear in the left column, using a red pen.

DYER, ROBERT A 555-5858 01/01 360 HAMPTON ST BARRINGTON, IL 60210	DYER, ROBERT A 555-5888 01/01 360 HAMPTON ST BARINGTON, IL 60210
GREEN, NATALIE P 555-4391 06/98 362 BRIDGE ST BARRINGTON, IL 64010	GREEN, NATALLIE P 555-4391 06/98 362 BRIGE ST BARRINGTON, IL 64110
CARPENTER, CHRISTINE 355-3143 06/00 368 HIGH ST TEDDINGTON, IL 80010	CARPENTER, CHRISTINE 354-3143 06/01 368 HIGH ST TEDDINGTON, IL 80010
CARPENTER, STEPHEN 05/00 368 HAMPTON ST BARRINGTON, IL 80010	CARPENTER, STEPHEN 04/00 369 HAMPTON ST BARRINGTON, IL 60010

After finishing the different exercises, the evaluators submit the results reports that show the strengths and areas of development for each candidate, and, accordingly, the entity gains a clearer perception about the likely performance level of the candidates and thus can make the appointment decision on the basis of scientific and accurate data.

### Types of Interviews:

The interviews are to explore the aspects of importance to the entity to determine the extent of the candidate's matching to the entity's requirements. The entity may also use several types of interviews according to the nature of the job and/or functional level and/or the time needed for the recruitment process. There are several types of interviews that can be adopted by the entity:



- A. **Structured Interviews:** In which the interviewer asks all the applicants the same questions. The sub-questions may vary depending on the applicant's answers, however the interviewer completely controls the course of the interview, which allows collecting the same information from all applicants, gives equal opportunity to all candidates to express their experiences, and helps achieve fair comparison between the abilities and skills of the various candidates.

The interviewer may use different types of questions during the interviews, but s/he must ask the same questions to all applicants, that is why these are sometimes called the repeated interviews.

- B. **Unstructured Interviews:** In this kind of interviews, the interviewer talks with the candidate in a particular pre-determined subject, but without asking specific questions, rather using the method of open discussion. The interviewer asks questions based on the answers provided by the candidate. Due to asking different questions to each candidate, each interview takes a different direction from other interviews, which could affect the comparison of different candidates and the information provided by them, that is why these are called unstructured interviews.
  - C. **Behavioral Interviews:** In which the interviewer focuses on how the candidate handles the previous situations (that includes real experiences, not assumptions), and the interviewer asks very specific questions to determine the candidate's enjoyment of the minimum qualifications and the behavioral competencies needed for that job. These interviews depend on the premise that: "past performance is the most perfect way to predict future performance."
  - D. **Competency-Based Interviews:** In this type of interviews, the interviewer asks questions that are based on a realistic case that are related to the efficiencies needed. The interviewer also asks the candidate to show an example of his/her use of the efficiency in question. This type of interviews helps gather information to predict the performance of the employee on the job.
  - E. **Group Interviews:** In which a candidate or a group of candidates are interviewed by a group of interviewers. There are many different types of group interviews, including:
    - **Sequential Interviews:** In which the candidate is interviewed by a group of interviewers individually, including a representative of the HR Department. Usually, the interviews begin by the person directly in charge of the job, then by the concerned department manager, and then the final candidates are interviewed based on the recommendations of the person directly in charge and the concerned department manager by the representative of the HR Department.
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- **Panel Interview:** It is a committee made up of a group of managers at the entity, including a representative of the HR Department, which asks questions to the candidates in their respective fields. A Panel Interview may be held for each job of those concerned with the vacancy. Some entities may form, at the beginning of each year, a panel from members who are appointed based on the recommendation of the HR Department.
- **Fishbowl:** It is a type of interactive interviews, where a group of candidates are called to be put in a real practical process by the entity, and their actions are then monitored as well as their work within the team through a group of interviewers. Instead, a candidate may be called in to be put into a practical case with a group of current employees in the entity. This type of interviews helps identify the analytical capabilities of the candidate and his/her ability to work in a team. It also helps identify the leadership competencies as well as the technical and specialized competencies. Candidates for multiple jobs could be interviewed at the same time. As the case in the Panel Interview, the members of the interview team are selected from those concerned with the vacancy/vacancies, including a representative of the HR Department. Noting that some types of interviews can be conducted electronically through the modern means of communication such as the Video-Conferences.

**3.Appointment:** It is the last phase talents attraction which is the candidate's first official contact with the entity after getting selected. This phase will form an important reflection on the employee's performance later, which will affect the extent of harmony and happiness of the employee in the entity.

- a. **Signing of the Employment Contract:** The entity shall sign off the employment contract during the first day of the employee's commencement of work according to the approved contract model. The HR Department shall issue a decision to of commencement of work signed off by the person directly in charge

and the HR Department director during the first day of the new employee's work in the entity.

**b. Onboarding:** It is the guidance program that ensures that the new employee's gets adequate information on the work, his/her department, colleagues, job, main work laws and procedures that are related to the human resources, and the services the entity provides to its employees and clients. The onboarding process continues for a period ranging between three months and one year, according the entity's decision. The onboarding program consists of two parts:

i. **Formal:** Which Consists of organized operations through which the entity uses a variety of means to inform the employee about the entity and the nature of his/her work in it. The entity shall choose the right mix of these means according to the job level (leadership, supervisory, technical, support, or others), and according to the nature of the job (office, field), taking into account the development of a training program that suites the fresh graduates, compared to the well-experienced individuals. The official program shall contain at least two parts:

1. **Orientation for All Staff:** Which shall be implemented for a period ranging between one to two days, and includes an introduction to the entity's nature of work, organizational structure, leadership, HR and administrative services staff, the nature of the services provided by each of them, entity's various facilities (other geographical locations and offices, if any), document of professional conduct and ethics of public jobs, HR Law and its Implementing Regulations, Performance Management System, Training and Development System, Occupational Health and Safety Policy as well as other systems, and people who must be contacted in cases of emergency during/outside the official working hours. It must also contain the key work policies that the employee must know, and the technical programs needed by the

employee in his/her daily work (internal portal of the entity, "My Data System" including the staff self-service system, performance management, training and development, etc.).

2. **New Staff Guide:** It is the guide that is delivered to the employee after the completion of the induction program, which must contain the important information needed by the employee during his/her work in the entity, but not limited to all the provisions of the induction program of policies, procedures, and forms. The entity may print the New Staff Guide on paper or soft copies.

- ii. **Informal:** Which are the communication processes that take place between the employee and his/her co-workers in the same entity through which s/he is informed about the corporate culture, policies, and procedures needed by the employee in addition to the nature of the communication processes that take place.



### Models of the Guides Issued by FAHR

Some globally outstanding practices that tried to take advantage of the informal nature for the benefit of the entity were introduced. The entity may apply, to the new employees, one of these two practices or both of them:

1. **Buddying:** Where the HR Department, since the first day of the new employee's commencement of work, names one buddy, from the Department in which the employee works, to help the employee during the first six months of commencement of work to get involved in the work in the entity, answer all his/her inquiries relating to entity's policies, procedures, and work, and how to communicate with the relevant staff inside and outside the entity about the topics related to the work of the new employee. The various entities trained the staff from all organizational units to be buddies of the new employees in the various departments.
2. **Coaching:** Where the direct head or one of the well-experienced co-workers provides guidance and advice to the new employee in all areas related to his/her work in the entity to help him/her achieve and accomplish the targets.

**C. The Code of Ethics and Professional Conduct Document:** The HR Department in the entity, after completion of the induction program, shall obtain the signature of all new employees on the Code of Ethics and Professional Conduct Document and keep it in the personal file of each employee.

#### Case Study

An authority found out that the turnover rate of the organizational performance specialist job is high in one of the Operation Management Divisions during the first year of work in the last three years. From the end of service interviews and performance reports during the probation period, it became clear that the recruited employees did not have the appropriate capabilities and experiences to undertake the tasks announced by the entity. Consequently, the entity reviewed the employment procedures for the organizational performance specialist job and found out the procedures have three consecutive stages:

1. Announcing the job internally and externally via the website and sorting the applications according to the criteria specified in the job description.
2. Interviewing the candidates in unstructured interview where the concerned department head, the operations department head, strategic planning department head and finally the recruitment department head meet the candidates and develop the final candidates list.

3. Holding personality tests for the final candidates and select the candidate who the highest score in the interviews.

HR Department manager analyzed suitability of the current procedures to the job requirements. The analysis findings were as follows:

- There is no statistical relation between the personality test and its impact on the candidate's performance after employment. It was found out that the personality test is closely related to the work method and cooperation with colleagues.
- The current recruitment procedures do not help select the best applicant. It helps only the best employees capable of marketing their capabilities to the interviewers.

Therefore, the HR Department Manager suggested to the Operations Department Manager and the Strategic Planning Department a new approach for graduate selection including the following steps:

1. Announcing the job internally and externally via the website, social media websites, internal recommendations and sorting the applications according to the criteria specified in the job description by the recruitment executives.
2. Fishbowl interviews in presence of the concerned department manager, operations department manager, strategic planning department manager and recruitment department manager where real findings and statistics from the operations and strategic planning departments are used. A scenario is developed according to real information to test the candidate group provided that each group shall be formed of 5-7 candidates including, at least, one internal candidate. If there is no internal candidate, an employee from the strategic planning department shall join the candidates group.

This mechanism achieved a noticeable success. The best applicants were recruited within 40 days as of the date of approval. The mechanism was also approved to



recruit employees in all similar jobs in the entity. This speeded up the recruitment process as the average period became 38 days and the turnover during the first year of work decreased in these jobs.

#### **4 Attraction Challenges**

"UAE Talent Search 2015" Study conducted by LinkedIn indicates that factors such as financial return, providing opportunities for professional development, creating balance between work and life, job security and organizational culture are the key factors to be considered in deciding whether to accept or reject joining a certain entity. Consequently, entities taking such factors into account will succeed in attracting competent and talented individuals.

Based on a survey in which 600 professionals working the government, the aforementioned study indicated that the individual's decision to accept an available job opportunity may be affected by salary and benefits by 56%, professional development by 30%, and opportunities to create balance between work and life by 28%. Regarding channels used in searching for job opportunities, professional social media websites came on top, followed by online ads and the entities' websites. Study further indicated that 48% of the candidates are actually looking for jobs while 52% of the candidates are communicated but they do not want to change their place of work.

Factors affecting on the decision of accepting the job offer	Wages and benefits 56% Professional Development 30% Balance between work & life 28%
Job search channels	Professional networks 63% Internet advertisements 58% Entities' websites 51%
Workforce in UAE market	Searching for job 48% Not searching for job 52%

Therefore, challenges faced by the employers in terms of attraction revolve around:

1. Inadequacy of wages and benefit against the prevailing benefits packages offered in the labor market, resulting in weak turn out for the available vacancies.
2. Lack of learning and development opportunities and not paying attention to developing a hierarchy in order to allow the employee to know his future in the work place.
3. Imbalance between work and private life resulting in psychological stress that does not enhance the principle of employee welfare.
4. Not keeping up with the technological advancement through active presence on professional social media and other related websites.

## 4. Employee Retention

Employee retention is the permanent challenge facing entities in both public and private sectors. The concept of talents and competencies war came to existence in the new millennium which witnessed rare talents and skills and permanent competition between entities to acquire it.

Strategies of talented and competent employees' retention are based on realizing some factors including employee age group and the interests of each group. New employees (under the age of 30) are attracted to the work environment that will provide opportunities for career development. Employees between 30 and 50 years old focus on the ability to manage their professional life and enjoy a high level of job satisfaction. As for the employees above 50 years old, they focus on job security and planning for retirement.

Other factors affecting the talents and competencies retention strategies are:

- Employer's reputation and image;
- Attraction and recruitment process;
- Ability of managers to contain employees and perform their roles related to proper management of individuals;
- Learning, training and development opportunities;
- Recognizing and rewarding good performance.

Direct manager, in cooperation with the employer's HR department, should start developing solutions and mechanisms to retain employees. Such solutions should not be limited to offering financial benefits but should also include creating an appropriate work environment; an organizational culture based on trust, effective communication and mutual respect; and securing work that makes the employee proud when he/she accomplishes his tasks.

### **Solutions (Mechanisms) of Employee Retention**

Entities should invest exit interviews to identify the true causes behind resignation of its employees. It shall concentrate its efforts on the aspects that need improvement. It can also, through job satisfaction surveys, know the employee opinions about a number of subjects in order to clarify the aspects that need to be addressed. Consequently, the entity may develop an integral plan to retain competent and talented individuals depending on the conclusions. Such plan shall take the following into account:

1. **Employee welfare in work environment:** The entity uses the employee welfare program after analyzing the results of HR performance and holding focus groups with employees to identify practices to be applied in the entity.

Success of a practice or a set of practices in a certain entity (international, regional or local) does not mean it will succeed in the entity. Each entity has its own features in terms of work environment, employee needs and organizational culture. Therefore, if the entity decides to use the employee welfare program, it shall take into account providing practices commensurate with the employee needs.

Employee welfare examples: Flexible working hours, nursery, medical care and social responsibility programs and occupational health and safety programs.

2. **Suggestions and Complaints System:** This system represents the employees' voice at the entity. The entity shall issue periodic reports inside and outside the entity about the suggestions and complaints submitted by the employees and the methods of addressing it. This will increase the employees' confidence and enhance their participation in the system.

The entity shall also, through its leaders and internal communication means, encourage employees to participate in the suggestions system in order to increase the participation rate and innovation in the entity. This will, in turn, improve the levels of employee integration and loyalty.

3. **Rewards and Incentives System:** The entity should use the Rewards and Incentives System that came into existence pursuant to Cabinet Resolution no. (18) of 2015 on granting rewards and incentives to the federal government employees.
4. **Health and Safety in Work Environment:** The entity should develop its occupational health and safety policy according to the occupational health and safety guide. Such policy should include health and safety controls specific for the nature of the entity's work, geographical location and nature of facilities utilized. It should also contain procedures, models and indicators of occupational health and safety performance.
5. **Federal Government Training and Development System:** The entity should analyze the training needs of its employees through analyzing the entity's strategic trend, employee performance and projects to be executed thereby. It should also develop a training plan, individual development plan for its employees and implement it, and further assess training programs and ROI from training through means commensurate with the training program and the work nature of participants in the training program. Training is one of the major means to incentivize, engage and blend with the entity especially if the individual training plan ensures balance between the entity's needs and the employee's interest in future career development.
6. **MAAREF Initiative:** The entity should benefit from the federal government's preferred training partners' initiative "MAAREF" if it needs any training programs. The initiative's concept is based on identifying the best training services providers in UAE and getting preferential prices for federal authorities. Then, the provided training services are assessed, findings are shared with other federal authorities for the purpose of continuing assessment of the training services providers and continuous learning to get the best external training services for the federal government employees.  
  
If the entity wishes to execute a specialized training program not available in MAAREF initiative, it should contact the specialized training provider and asks it to register in MAAREF in order for the rest of federal authorities to benefit from the training service provider in the future.

7. **Privileges:** Privileges and discounts provided by the entity, in cooperation with companies in UAE, to its employees can be considered as alternative for the financial allowances. Increasing types and volume of privileges and discounted improves the level of employee satisfaction and harmony as it will make them feel that the entity care about them.

The entity shall take into account, before providing privileges and discounts to its employees, conducting a survey to identify the employees' wishes and needs and direct its efforts to get privileges and discounts meeting the employees' needs. The entity may also engage the employees in the negotiation process and keep them informed of the progress.

8. **Promotions and regular increments:** Promotions, as well as regular increments, based on the results of employee annual performance appraisal is one of the means to retain talented and competent individuals.

In addition, the entities may undertake the following:

- Consider compensation and privileges to determine its level of competitiveness in the labor market as well as accuracy in the job assessment with a view to decide the right financial grade.
- Design jobs in a manner allowing usage of various skills and makes the employee feel the importance of the tasks assigned thereto and granting him a chance to learn and develop.
- Develop the spirit of commitment to work through initiatives supporting career harmony and active engagement.
- Create opportunities for development of social relations in the work place and strengthen the employee connections for the purpose of enhancing teamwork.
- Confirm selection and recruitment process as well as promotion in order to benefit from the competent employees in performing a certain job to the fullest. Taking wrong decisions in these aspects will negatively affect the entity's overall performance.

- Reduce the rate of new employee resignation through implementation of an integrated program for guiding the new recruits as it will provide them with all support and training needed to adapt to the work environment and perform their tasks.
- Develop policies and procedures taking into account balance between work and personal life. The entity shall take into account the employee's needs outside working hours and reduce the work continuous stress in order to achieve employee welfare.
- Train direct managers and develop their skills related to managing and incentivizing subordinates.

### Case Study

One of the entities developed the Human resources strategy established on a comprehensive analysis for HR KPIs. This entity found that the employment turnover rate (Employees' attrition) is relatively high (28%) if compared to the average employment turnover in the Federal Government and labor market inside the state. The entity conducted an In Deep and detailed analysis to find out the root causes behind this turnover rate. This analysis took place under the supervision of the HR Manager and a professional team from the HR department and Strategic Planning department; through conducting end service interviews with resigned employees. They also held brainstorming workshops with current employees. The team concluded that the entity is enjoying a strong attraction system and it has the ability to attract talent pools but at the same time, it lacks the retention part.

The team found that the root cause for employees' attrition returns to the relation between the employee and their direct managers. The employee does not feel that he or she works with a professional team where there is no appreciation nor recognition for their efforts.

Therefore, the HR team under the supervision of the department manager, developed an HR Strategy focuses on developing a system of rewards and incentives and raise awareness of direct supervisors about communication means through training and development with their employees as well as moral motivation means.

The work plan included using the “Well Done Card” for immediate motivation for their employees on their exerted efforts. The HR Department honors on monthly basis the most employees who send and receive “Well Done” cards to motivate the direct managers to thank their employees on regular basis.



The plan also included implementing rewards and incentives system on regular basis as well as developing a budget to honor more employees annually, in addition to setting certain standards to be applied on all the employees in order to determine the ones to be honored regularly. The entity also adopted an award for the best department to be announced annually and to be determined by selecting the department where the largest number of employees are honored. The entity set an award for all the employees' inside the department. The award is an invitation to the employee and their department to enjoy one of the advantages of the discounts program.

The plan included awareness workshops for line managers about employee performance assessment, emotional intelligence, interpersonal communication skills, and problem-solving skills.



HR Department also implemented the 'voice of employee' initiative which is run on quarterly basis by Employee Affairs Section Head. A number of employees (15-20 employees) are invited are selected randomly to discuss key issues and challenges facing employees in the entity, and propose solutions to by presented to senior leadership to make the right decisions. Minutes of meeting are captured and shared on the intranet for all employees to read. Employees are also notified about the top management decisions on issues and challenges discussed via email and intranet.

Implementing the new strategy led to the turnover rate in the entity being reduced to 14% during the first year, and down to 9% in the second year.

## Annex “A” Attraction and Retention Journey for Employees

The Journey of Attraction and Retention for Employees passes through the following stages:

First: Selecting and hiring the best available competencies and experiences

Second: Induction program for new employees

Third: Integration of the employee in the work environment

Fourth: Career progress of the employee in line with the strategic plan of the entity as well as the IDPs already set for them

Fifth: Put the employee in a state of harmony with their co-workers, which creates a happy and productive work environment. This harmony requires considering the opinion and voice of the entity’s customer; as it is a necessity to take both customers and employees’ suggestions and constructive ideas into consideration. At the same time, it is as important for entities to retain these talent pools.

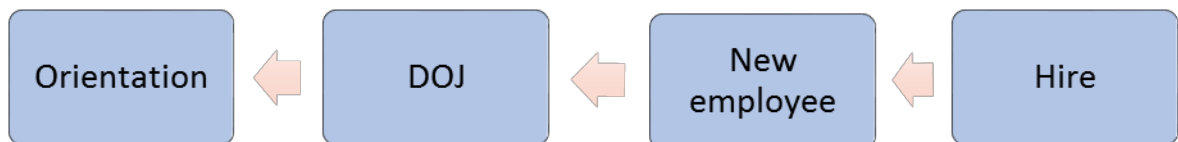
What is worth to mention here is that the corporate identity plays an important role in attracting and retaining employees as it paves the way to create a stimulating work environment which encourages productivity and distinctive corporate and individual performance. Therefore, entities shall pay a close attention to its corporate identity.

The following illustrations explain detailed steps of the attraction and retention journey:

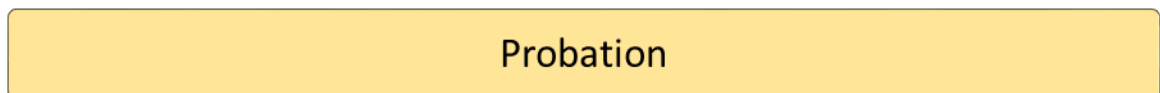
Selection and hiring passes through the following steps:



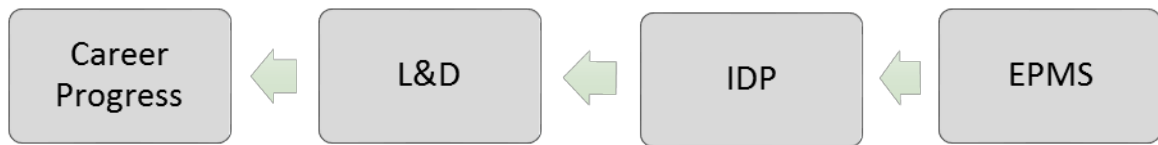
The qualifying program for new employees includes:



The integration of the employee starts during:



Employee is developed through:



Harmony is achieved through:



## **Annex “B”**

### **Responsibilities of Human Resource Planning department and related competencies:**

#### **Responsibilities of Human Resource Planning department:**

1. Prepare and implement attraction and retention strategic plane for employees in line with the entity strategic plan
2. Draft policy and procedures related to attraction and retention process and ensure its implementation, as well as reviewing it on regular basis and apply any modifications (if needed)
3. Manage attraction and retention process effectively to ensure attracting more competent employees to join the entity and retaining them
4. Provide support and advise to internal organizational units concerning the process of identifying workforce needs
5. Develop related KPIs, monitor their implementation and study their results to ensure taking the necessary corrective/preventive measures.
6. Determine talents’ sources and effective participation in the events targeting the attraction of talent pools.
7. Build effective work relations with recruitment service providers and other entities related to employees’ attraction and retention process.
8. Prepare and implement initiatives contribute in promoting the entity’s identity and internal work environment to be one of the favorite “Employer of Choice” places to work in.
9. Oversee the creation and updating employees’ data base to be optimized in a way supporting the management strategy.

**Competencies and Skills:**

1. Conducting interviews (Competency-Based Interviews particularly)
2. Deep knowledge of laws and regulations related to employees' attraction and retention process.
3. Ability to use computer programs (including HR Management System "Bayanati")
4. Ability to use professional social media programs (i.e: LinkedIn... etc.)
5. Understand the labor market (the ability to analyze the labor market status)
6. Successful negotiation
7. Build successful and effective work relations internally and externally
8. Understand different cultures
9. Future prospects

**Annex "C"****Attraction and Retention Survey**

How did you know about the vacancy?

- 1- Website
- 2- Electronic Recruitment System
- 3- An announcement on social media
- 4- A direct call received from the HR department inside the entity
- 5- Recruitment Company (A third party)
- 6- One of the entity's employees
- 7- Other (please specify)

S	Quiz	Strongly agree	I agree	Neutral	Disagree	Strongly disagree	NA
1	The recruitment announcement was clear and stated the appropriate information about the job						
2	The recruitment announcement was clear and stated the appropriate information about the entity						

3	The steps you are going to go through were stated clearly the moment you sent your resume till you sign the job offer	Yes/No/Partially					
4	The interview was scheduled by the HR 5 working days-at least- prior to the interview	Yes/No					
5	The interview date was committed to without delay	Yes/No					
6	The technical questions were in the core of the job you applied for						
7	The interview questions measure the personal and psychological capabilities related to the job you applied for						
8	The tests were relevant to the nature of the job you applied for						
9	You received either a negative or a positive formal response from the HR department of the entity	Yes/No					
10	Time between conducting the interviews (or tests) and the formal response did not exceed 3 weeks	Yes/No					
11	The procedures to take place from the date of signing the job offer to the date of start working were stated clearly	Yes/No					
12	Orientation was held at my first work day in the entity						
13	I was introduced to the entity's facilities during the orientation						
14	I was introduced to my direct manager and co-workers in my first day of work in the entity						
15	I was shown to my office in my first day of work in the entity						

16	I received my stationary in my first day of work in the entity						
17	I received my computer in my first day of work in the entity						

What are your suggestions to develop employees' attraction and retention means inside the entity?  
What are your suggestions to develop the recruitment procedures inside the entity?

**Annex “D”**  
**End of Service Interview Form**

No need to mention your name nor your job number on this form as this information shall remain confidential

Please specify how satisfied you are about the following during your work in the entity:

S	Satisfied	Neutral	Unsatisfied
1	Job Responsibilities		
2	Training and Development Programs		
3	Progress opportunities		
4	Benefits and privileges		
5	Work environment and conditions		
6	Work hours		
7	Co-workers		
8	Direct Manager		
9	The entity as a workplace		

Gender:

☐Male

☐Female

Department:

Reasons for quitting the job (Please select all that apply):

- ☐ Benefits
- ☐ A better job opportunity
- ☐ Move to a governmental entity
- ☐ Family Reasons
- ☐ The job is not challenging
- ☐ Salary
- ☐ Personal causes
- ☐ Travelling abroad/Travelling to another Emirate
- ☐ Study
- ☐ Direct Manager
- ☐ Work relations
- ☐ Health reasons
- ☐ Corporate Culture



## Appendix "E"

### Key performance and operational indicators

Performance indicators related to employee retention are made up of three groups of indicators:

	Indicator	Measuring method	Periodical measurement
Questionnaires	Happiest working environment	Survey results concerning the happiest working environment carried out by the Prime Minister Office	Annual
	Employee retention satisfaction rate	Employee retention questionnaire results	Annual
	End of service interview results	End of service interview report	Annual
	Career welfare program satisfaction rate	Career welfare questionnaire results	Annual
Key performance indicators	Job turnover rate during the first year	<u>Number of staff quitting work during one year of employment in the entity</u> The number of employees hired during the year.	Quarterly/annually
	Emiratization rate	<u>The number of Emiratis in the entity</u> Total staff in the entity	Quarterly/annually
	Trainee rate	<u>The number of staff attending training programs in the entity</u> Total training targeted staff in the entity	Quarterly/annually
	The number of training hours per employee	<u>The number of training hours for each trainee in the entity</u> Total hours of training for all training targeted staff in the entity	Quarterly/annually
	Percentage of staff who have been motivated through a system of incentives	<u>Number of employees who have been motivated in the entity</u> Total number of employees in the same period	Quarterly/annually

	and rewards		
	Rate of satisfaction with the training programs	Employee satisfaction rate with training programs attended by staff within the satisfaction questionnaire with approved programs in the Federal Government and the entity	Quarterly/annually
	Rate of work injuries	<u>The number of work injuries</u> Number of employees in the entity	Quarterly/annually
	Staff participation rate in career welfare initiatives	<u>The number of employees who participated in the career welfare initiatives implemented by the entity</u> Total number of employees in the entity	Quarterly/annually
	Rate of proposals applied	<u>Number of entity staff proposals applied</u> Number of employees in the entity	Quarterly/annually

	Indicator	Measuring method	Periodical measurement
Process performance indicators	Emiratization plan implementation rate	<u>Number of Emiratization plan actions implemented</u> Total number of actions in the plan	Annually
	Performance appraisal documentation completion rate	<u>The number of performance documents completed at the end of each phase</u> Number of employees targeted by the annual evaluation process	Interim/annual
	Implementation rate of training plan	<u>The number of training programs that have been implemented from the approved plan in the beginning of the year</u> Total number of planned training programs	Annually

### 1. Questionnaires:

Questionnaires reflect the impressions and opinions of stakeholders and customers concerning the service provided by the entity as regards employee retention, divided into four inputs that can be used:

#### Employee happiness questionnaire

- The annual happiest work environment study implemented by the Prime Minister Office contains some results concerning attraction and retention, accordingly the federal entity should analyze and compare its annual results with previous years, as well as the necessary comparisons to take corrective action, and take them into consideration when developing attraction and retention solutions for the coming years.

#### Employee retention questionnaires

- These are designed based on the solutions used to find out the staff opinion in the employee retention solutions and their suggestions for their future development (for example activating "privileges" initiative for Federal Government employees).
- The Authority has developed a model questionnaire in the Guide attachments, that federal entities can use as a guide for developing their own questionnaire (appendix C).

#### End-of-service interviews

- The end-of-service interviews with employees whose services are terminated through resignation is one of the important and necessary means needed to develop employee retention solutions, as through carefully pre-defined questions the most important current

constraints in employee retention can be found and also the reasons for their choice to leave work in the entity and the proposed solutions from the point of view of the customer directly.

- The Authority has developed an end-of-service interview questionnaire model in the Guide attachments that federal authorities can take as a guide for developing their own model (Appendix D).

#### **Career welfare questionnaire**

- These questionnaires are designed by the entity to find out the employees' opinion on career welfare initiatives applied in this entity, and find out their suggestions for future development.
- The Authority has developed a guide career welfare framework with a model questionnaire in the Guide attachments that federal authorities can use as a guide for developing their own model.

## 2. Key performance and operational indicators:

These indicators are considered as main outputs to implement employee retention solutions, as these indicators are affected by multiple factors and policies, one of which is employee retention solutions. In order to understand the causal relationship between employee retention solutions and these indicators, we need to compare these indicator results with each other, and also compare them to the results of the questionnaires. Also, there is a need to analyze the results of these indicators down to sub categories (gender, age group, rank, functional group, geographical area, organizational unit, or any sub-index suitable for the entity field of work).

Key performance indicators are divided into:

### **Job turnover rate\***

- This indicator measures the percentage of resigned staff compared to the total number of the entity staff during the measurement period.
- This indicator reflects the effectiveness of the employee retention solutions. The rise of this indicator may point to one of the following causes:
  - Redirect employee retention solutions to a particular category of employees without taking into account the needs of all employees.
  - Transfer of employee retention solution experiences from the best practices without taking into account the specificity of the entity and the different institutional culture and aspirations of employees.
  - Selection of employee retention solutions fall within one class of solutions (such as moral rewards) without looking at various solutions package selection from all categories

### **Emiratization rate \***

- This indicator measures the percentage of Emiratis in the entity in the specific period compared to the total number of entity employees at the same period
- This indicator reflects the effectiveness of maintaining citizen competencies in the Federal entity. The rise in this indicator may point to one of the following causes:
  - Unsuitability of the proposed solutions for citizen employee retention
  - Unsuitability of the solutions in place to retain employees compared to existing solutions in the entities that retain their employees the most.

### **Trainee rate\*\***

- This indicator measures the proportion of employees attending training programs in a specific period compared to the total training targeted staff in the entity (according to the

training policy) during the same period.

- This indicator reflects the effectiveness of training and development plans prepared by the entity to develop and retain employees

#### **The number of training hours per employee \*\***

- This indicator measures the number of training hours for each trainee in the entity in a specific period out of the total training hours compared to all training targeted staff in the entity (according to the training policy) during the same period.
- This indicator reflects the effectiveness of training and development plans prepared by the entity to develop and retain employees

#### **Percentage of staff who have been motivated\***

- This indicator measures the number of employees who have been motivated in the entity (through a system of rewards and incentives adopted by the Federal Government) during a specific period to the total number of employees in the same period
- This indicator reflects the effectiveness of the system of rewards and incentives in the entity to maintain competencies

#### **Rate of satisfaction with the training programs**

- This indicator measures the percentage of satisfaction of staff with the training programs they attended based upon the satisfaction questionnaire with the programs adopted in the Federal Government and the entity.
- This indicator reflects the extent of suitability of the training programs for employee capabilities, the strategy of the entity and quality of the programs offered by the entity to its staff.

#### **Rate of work injuries**

- This indicator measures the number of industrial accidents to the total number of employees in the entity.
- This indicator reflects the extent of suitability of the occupational health and safety solutions in the work environment to maintain the safety of staff and the obligation to provide an appropriate working environment for government job performance
- Refer to the handbook of occupational safety and health in the work environment issued by the Authority.

#### **Staff participation ratio in career welfare initiatives**

- This indicator measures the number of employees who participated in the career welfare initiatives implemented by the entity compared to the total number of employees in the entity.
- This indicator reflects the extent of career welfare solutions suitable to the needs of employees and the nature of work in the entity.
- The Authority will issue a career welfare guide in the Federal Government later.

#### **Rate of proposals applied**

- This indicator measures the percentage of proposals submitted by staff, that have been implemented compared to the total number of employees in the entity.
- This indicator reflects the extent of innovation and creativity in the entity and the success

rate of the entity in involving its employees.

\* Measured in the annual report in accordance with the balanced scorecard

\*\* Measured under enablers of human resources

### **3. Process performance indicators:**

These indicators are a measure of the effectiveness of the application employee retention solutions, as these indicators are the result of implementing the solutions according to laid plans. These indicators should be evaluated compared to the questionnaire results and key performance indicators.



Process performance indicators are divided into:

#### **Emiratization plan implementation rate**

- This indicator measures the percentage of implementation of actions designated in the Emiratization plan.
- This indicator reflects the accuracy of the planning processes and the extent of its reliance on a comprehensive analysis of the labor market, the nature of the work of the entity, and the clarity of the vision of the leadership and human resources towards Emiratization strategies in the entity.

#### **Performance appraisal documentation completion rate**

- This indicator measures the number of completed performance documentation at the end of each stage of assessment of performance compared to the number of targeted staff of the annual evaluation process
- This indicator reflects the extent of the interest of the entity in evaluating its employees, and providing feedback during the time specified in staff performance appraisal policy.

#### **Implementation rate of training plan**

- This indicator measures the number of training programs that have been implemented from the approved plan in the beginning of the year.
- This indicator reflects the accuracy of the planning processes for staff training and development and the extent of its reliance on accurate and comprehensive analysis of the needs of individual and institutional training.

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