الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

United Arab Emirates

EMPLOYEES' WELLBEING IN THE FEDERAL GOVERNMENT:
GUIDELINES MANUAL

January 2018

"We focus on taking **special care of the individual's** training, education and social life as well as we provide him with proper guidance through the different agencies**"**

H.H. Sheikh Khalifa bin Zayed bin Sultan Al Nahyan

The President of the UAE, and the Ruler of the Emirate of Abu Dhabi

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"Always view your team positively, give them positive energy, lift their morale and work to achieve their happiness, so they can in turn, bring about happiness in **their communities"**

H.H. Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE, and the Ruler of the Emirate of Dubai

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"The UAE is committed to bestow efforts towards improving the quality of life**"**

H.H. Sheikh Mohammed bin Zayed bin Sultan Al Nahyan

Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces

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ABOUT THIS MANUAL

The "**Employees' Wellbeing in the Federal Government**: Guidelines Manual" aims at supporting the federal entities **in designing and implementing employees' wellbeing**-related programs and initiatives which contribute to achieving the **entities'** strategic goals.

The manual explains the concept of Employees' Wellbeing and identifies the benefits that it brings for the individual and the entity when implemented. It also describes the framework **related to the employees' wellbeing in the federal government, which is b**ased on promoting **the employee's physical and mental health as well as** improving his social relationships in the workplace and within his family and society. Moreover, the manual clarifies the main phases associated with the design and implementation of em**ployees' wellbeing**-related programs and initiatives. The information gathering phase, the program / initiative design phase, and the implementation and evaluation phase. Then, the manual highlights the relevant roles and responsibilities of the concerned departments in the entity as well as it suggests a number of indicators that assist in measuring and evaluating the success of **implementing employees' wellbeing** programs and initiatives.

The manual includes a number of examples and templates that assist the entities in **implementing employees' wellbeing. It also** contains a list of references that may be utilized by readers for further reading on the subject.

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DEFINITIONS

The Manual	:	**Employees' Wellbeing in the Federal Government:** Guidelines Manual
The Country	:	The United Arab Emirates.
Authority	:	Federal Authority for Government Human Resources.
Federal Entity	:	Any ministry established by the Federal Law No. 1 for 1972 regarding jurisdictions of the ministries and powers of the ministers and the laws amending thereof, or any other authority, corporation, or Federal organizational unit of the federal government.
Employee	:	Any person who occupies a budgeted position in the Federal Entities.
Employees' Wellbeing	:	**All aspects related to the employees' physical and mental** health as well as his social relationships in the workplace.
Employees' Engagement	:	**The employees' interest and involvement in the work** they do and in the work environment, as well as the level of their attachment to their jobs and to their relationships with colleagues and supervisors.
Occupational Health and Safety	:	The circumstances and factors that affect or may affect the health and safety of an employee, a customer, a visitor, or any person present in the workplace. They include a range of policies and procedures to protect a human being from the risk of injury and to protect assets from the risk of loss or damage (Please refer to the "Guidelines for Health and Safety in Workplace in the Federal Government**" issued by the Authority.**

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1. INTRODUCTION

The United Arab Emirates government adopts a comprehensive and integrated approach concerning the development and wellbeing of its diverse society as it believes that achieving human happiness is the ambition and the goal of all nations. Taking this into consideration, **the UAE Cabinet endorsed "The National Happiness and Positivity Charter" which stipulates the UAE Government's commitment, through its** higher policies, to provide a nurturing environment for the happiness of the person, family, and community, as well as to provide a positive and happy workplace for government sector employees in order to achieve their goals and ambitions. Moreover, the UAE Cabinet issued the **"Happiness Policy Manual" which provides a detailed** explanation on how to make use of the wellbeing concept when developing and implementing public polices which are related to the happiness of the society.

Aiming at enhancing the work environment and improving the government performance, the UAE Cabinet has issued an annual study **on "The Happiest Workplace" which focuses on measuring employees' loyalty, engagement, and** happiness in the federal government. In addition, the Federal Authority for Government Human Resources encourages all federal entities to implement good practices in **relation to employees' wellbeing through "The Emirates Award for Human Resources in the Federal Government" which reward winners of best practices related to "Wellbeing in the Workplace".**

Employees' wellbeing and engagement are closely linked as indicated by researches and studies conducted by international organizations such as, but not limited to, **"Gallup" and "Towers Watson". The Gallup study highlighted that employees' wellbeing** is achieved when the employee identifies a goal that motivates him to give, when he enjoys positive social relationships and good health, when he is able to effectively manage his financials, and when he feels proud within the society he belongs to. As for the research prepared by Towers Watson, it concludes that increased levels of **employees' wellbeing and engagement** are closely linked to increased levels of **productivity and happiness; however, their decrease results in employees' burnout and** inclination to complain and resign.

In light of the above, the Federal Authority for Government Human Resources encourages entities to design and develop programs and initiatives which foster **employees' wellbeing. Thus, this guidelines manual serves this goal in a scientific** manner and based on a clear approach.

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2. EMPLOYEES' WELLBEING

2.1 Definition

The employees' wellbeing is related to the employees' physical and mental health as well as their social relationships. The employees' physical health considers their general health condition and the energy level they possess to perform their work duties; while the mental health is concerned with the employees' positivity, self-confidence, and stress levels which cause tension and affect the employees' ability to maintain self-control. As for the social life aspect, it is related to work relationships (i.e. the relationship with the line manager and colleagues), the employees' sense of fairness and respect in the workplace, as well as having work/life balance.
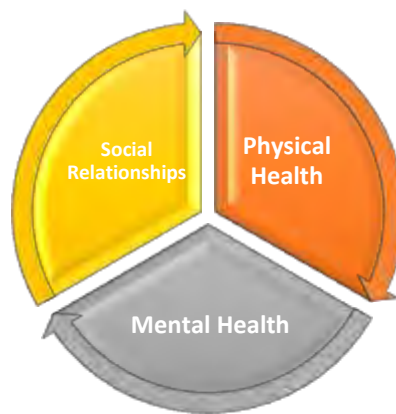

Figure (1): Elements of Employees' Wellbeing

2.2 Benefits of Implementing **Employees' Wellbeing in the Workplace**

Implementing employees' wellbeing in the entity has many benefits such as:

Individual's Level

- Increasing job satisfaction which leads to higher levels of productivity;
- Decreasing absence and sick leave in addition to reducing employees' dropout levels;
- Increasing the employee's ability to effectively handle stress at work.

- Creating a safe work environment which stimulates work and productivity;

- Enhancing the organizational image to support the attraction and retention of qualified talents;

- Fostering organizational loyalty and decreasing employees' turnover;

- Decreasing work injuries and reducing associated costs;

- Achieving employees' engagement;

- Increasing the entity's general performance and its customer satisfaction rate.

2.3 The Framework of Employees' Wellbeing in the Federal Government

When designing the framework of employees' wellbeing in the federal government, the Authority took into consideration the "Maslow's Hierarchy of Human Needs" and the "PERMA Model for Positivity and Happiness". The "Maslow's hierarchy of human needs" clarifies the basic needs for the human being's development and growth and it explains the motives which drive him throughout the different phases of his life: Physiological needs, safety and security needs, social belonging needs, self-esteem needs, and self-actualization needs.

Figure (2): Maslow's Hierarchy of Human Needs

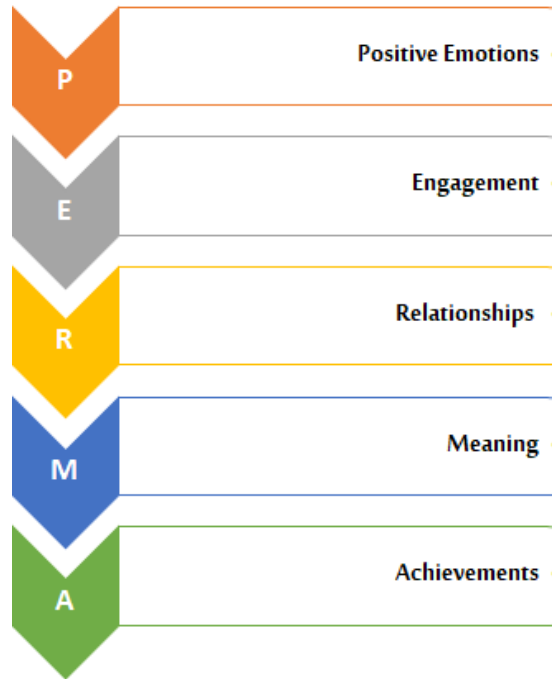With regard to the "PERMA Model for Positivity and Happiness", it consists of five main elements as follows:

Figure (3): PERMA Model for Positivity and Happiness

- Positive Emotions: **The employee's ability to have a positive view on the** past, present, and future so that he enjoys performing the assigned duties and becomes more creative in overcoming obstacles and solving problems.

- Engagement: **The employee's ability to engage in the activities which** help him learn, develop, and grow; thus, improving his knowledge, skills, and behaviors.

- Relationships: **The employee's ability to build and maintain positive** relationships; thus, preventing him from experiencing loneliness and depression.

- Meaning of Life (Life Purpose): **The employee's attempts to recognize** the reason for his life which helps him in understanding the importance of his role, enjoying assigned tasks, and becoming more satisfied.

- Achievements: **The employee's ability to** set and achieve personal goals; thus, giving him a sense of pride.

In light of the above, the Authority endorsed the following framework for the **employees' wellbeing in the federal government. It is based on the elements** that **constitute the employees' wellbeing**, which are physical health, mental health, and social relationships in the workplace. Moreover, it takes into consideration all factors that contribute to the creation of an attractive and safe work environment which supports the development of the employee's skills and enables him to feel positive, respected, and important.
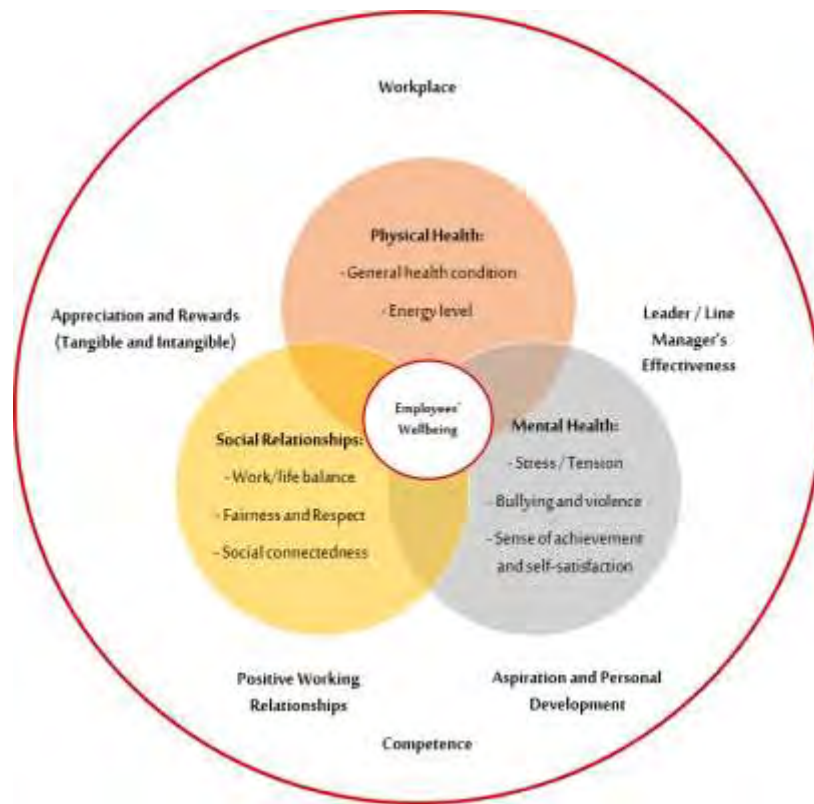

Figure (4): Framework of Employees' Wellbeing in the Federal Government

2.3.1 Physical Health

Performing sport activities and adhering to a healthy diet ensure that employees enjoy high levels of fitness and energy; thus, helping them in performing their job duties without exhaustion and fatigue. In addition, the occupational health and safety systems implemented in the entity, along with the nature of the office work, have a huge **impact on the employees' physical health in the workplace.**

The employee might not practice physical activities on a regular basis for several reasons such as, but not limited to, social commitments after working hours, the cost of enrolling in health clubs, long working hours, and others. As for healthy diets, the employee might not have enough awareness with regard to the importance of healthy eating and the impact this has on physical health on the short- and long-term. He might eat fast food due to time constraints or because of the unavailability of a suitable and dedicated place for preparing and storing food in the workplace. Therefore, some studies, including one published by *Harvard Business Review* entitled "How to Design a Corporate Wellness Plan that Actually Works", emphasized that the organization should identify the reasons which prevent an employee from practicing physical activities and from adhering to a healthy diet. This could be done through regular meetings, focus groups, or surveys; and based on results, employees' wellbeing-related initiatives and programs can be developed.

The manual includes a sample Employees' Wellbeing
Questionnaire for the Federal Government Employees
(Appendix **"A"**)

With regard to the physical work environment, the entity's Occupational Health and Safety team should ensure that the workplace is secure, safe, healthy, and compliant with the criteria set in the "Guidelines for Health and Safety in Workplace in the Federal Government**", i.e.** it considers the following:

Nature of Office Work	Work Environment	Workplace Infrastructure	Digital Environment	Safety Procedures at Work
Physical Factors • Manual work • Musculoskeletal Disorders	Light • Approved illumination levels • Quality of illumination • Natural light • Visual stress	Devices and Equipment • Display screens • Space • Size of corridors • Partitions • Storage areas • Areas dedicated for eating • Facilities dedicated for relaxating	Computers and Peripherals • Computer screens • Cables and wiring • Side effects related to health • Eyesight • Neurological diseases (e.g. epilepsy, etc.)	• Firefighting • Fire alarms • Firefighting equipment
Mental / Physiological Factors • Stress • Bullying • Harassment • Fatigue	Noise • Approved noise levels • Privacy • Irritation caused by noise			• Safety instructions • First aid
	Air Conditioning and Quality of Air • Air conditioning and temperature • Respiratory diseases			

2.3.1.1 Examples of Physical Activity-Related Initiatives

Entities may benefit from the following ideas when **designing and implementing their employees' wellbeing**-related programs and initiatives which are related to physical health:

- Conduct regular medical examinations in accordance with the world health days, for example: Heart examination on the World Heart Day which falls on the 29th of September every year (For more details on the World Health Days and their dates, please refer to **Appendix "B").**

- Design an office environment in accordance with the principles of occupational health and safety (For more details on the specifications of office furniture, please **refer to "Safe Work Environment in Australia" which is** available on: https://www.safeworkaustralia.gov.au/system/files/documents/1702/ergonomicprincipleschecklistsforofficefurniture_1991_pdf.pdf).

- Provide options for healthy and light snacks at the workplace (which include suitable quantities of fruits and vegetables) through, for example, partnership with the private sector.

- Invite dietitians to create awareness among employees on the importance of healthy diets and to conduct short courses in relation to preparing healthy and tasty meals.

- Offer discounts on subscriptions to health clubs / sport facilities so that employees join them (Please refer to the federal government special discount scheme, **"Imtiazat"**, for details on discounts and offers).

- Launch physical challenges among employees and teams **such as "The Ladder Challenge" to encourage employees** to use the ladder rather than the elevator.

Example:

Dubai Municipality launched a number of initiatives to enhance the physical health of its employees as well as the society of the Emirate of Dubai. The initiatives included:

- **"**Your Weight in Gold**" Initiative: In** collaboration with the Dubai Gold Council and Dubai Multi-Commodities Centre, Dubai Municipality launched this initiative which aims at raising awareness regarding the importance of physical activity during the holy month of Ramadan as well as highlighting the necessity of changing eating habits and adhering to healthy diets. Winners receive gold coins worth up to 100,000 UAE Dirhams.

- "Beware**" Initiative: Observing the "**World No Tobacco Day**"**, Dubai Municipality launched this initiative to raise awareness regarding the ill effects of smoking and to support the public, including its employees, quit smoking in compliance with the Federal Law No. 15 of Year 2009 on Combatting Tobacco.

2.3.2 Mental Health

Mental health affects the employees' positivity and productivity. Therefore, encountering stress or bullying and violence in the workplace has harming effects which require adequate corrective and penetrative measures. Moreover, if the employee feels dissatisfied with his job or is unable to link his contributions to the fulfillment of the **entity's vision and strategic objectives, he might be demotivated and** negative.

The "Guidelines for Health and Safety in Workplace in the Federal Government**" defines stress as "the negative reaction that people** demonstrate against the excessive pressure which they encounter or as a result of certain demands **which are expected from them". The** health issues associated with chronic stress include the following:

Mental Effects	Physical Effects
• Higher levels of anxiety	• Headaches
• Lack of concentration	• Pain in neck and shoulders
• Temper and sudden mood changes	• Skin rashes
• Inability to communicate	• Higher exposure to diseases
• Lower productivity / performance at work	• Exposure to pain attacks
• Increase in medicine intake	• Increase in heart beats and blood pressure
• Poor sleeping	• Heart diseases and stomach ulcers

Bullying and violence in the workplace is defined as "Behaviors or verbal comments which could affect a person physically or mentally, or lead to his isolation in the workplace. The forms of bullying can be summarized as recurring events or as a pattern of behavior to intimidate, abuse, humiliate, or underestimate a person or a group of **people in a hostile manner".**

It is worth mentioning that the Human Resources Law in the Federal Government (Federal Decree Law No. 8 for Year 2008 on Human Resources in the Federal Government as Amended by Federal Decree Law No. 09 for Year 2011 and Federal Decree Law No. 17 for Year 2016) emphasizes that employees should abide by the Code of Ethics and Professional Conduct at the Workplace, as indicated below:

- Perform duties with good intention avoiding ill-intention, negligence, violation to the Federal Decree Law, or causing damage to the public interest.

- Provide excellent services to all customers in a professional and friendly manner.

- Abide by the highest ethical standards of behavior and actions.

- Respect the rights and duties of colleagues and deal with them courteously.

The "Code of Ethics and Professional Conduct Document" state that it is important for the public servant to act in a professional and respectful manner when dealing with supervisors, colleagues, and the public. It highlights the following rules which contribute to improving **the employees' mental health:**

- The civil servant should respect supervisors and colleagues, and should act in a courteous, wise, objective, and neutral manner when communicating verbally with them, in compliance with social customs and professional norms.

- The civil servant should refrain from damaging the reputation of supervisors and colleagues, whether on a personal or professional level, through written or oral comments without providing supporting evidence, or through demonstrating negative behavior **towards his colleagues' expertise and skills.**

- The civil servant should respect, at all times, the rights of his supervisors and colleagues in an atmosphere free of discrimination, intimidation, harassment, violence, and obscene or indecent language.

It is worth mentioning that the employee's sense of achievement and self-satisfaction, with regard to his professional growth and competence, affects his mental health. Therefore, the entity should strive to:

- Clarify job demands through a detailed job description where duties and responsibilities assigned to the employee are meaningful so that he can feel the importance of his role and **contributions to the entity's growth.**

- Empower employees through providing them with the authority to make decisions related to their work, and encouraging them to be accountable for results.

- Provide adequate learning and development opportunities so that the employee possesses the knowledge, abilities, and skills which enable him to excel in performing his duties without making any mistakes that cause him embarrassment.

- **Appreciate the employee's efforts and effectively implement career** paths so that he is promoted and transferred to jobs more suitable for his expertise and skills. In addition, reward the employee for his achievements and suggestions (For more details on rewards and incentives in the federal government, please refer to **"Ministerial** Decree No. 18 of Year 2015 on Rewards and Incentives System for Federal Government Emp**loyees").**

- Provide effective communication channels and follow an open door policy to encourage dialogue between the employee and his supervisors so that he can discuss assigned duties and any challenges he encounters in order to overcome them and receive feedback regarding his job performance.

> The General Framework for Measuring the Federal Government **Capabilities "Qudurat"**, which was launched by the Federal Authority for Government Human Resources in 2015, aims at helping entities in evaluating their e**mployees' competence**, using approved tools, and in proposing the best training solutions to develop their skills and to increase their knowledge, so that higher levels of productivity are ensured.

2.3.1.2 Examples of Mental Health-Related Initiatives

Entities may benefit from the following ideas when **designing and implementing their employees' wellbeing** programs and initiatives which are related to mental health:

- Provide psychological and family Counseling for employees and their families in collaboration with professionals in the field (e.g. financial counseling, marriage counseling, counseling related to children upbringing, etc.).

- Conduct training workshops on positivity and effective stress management (e.g. yoga and relaxion, correct breathing techniques, etc.).

- Design and implement a coaching and mentoring program.

2.3.3 Social Relationships in the Workplace

The social and humane aspect is one of the most important factors which has a direct impact on the **employees' wellbeing, especially** concerning **work/life balance, the employee's perception of fairness,** respect, and social connectedness in the workplace.

The work/life balance concept invites employees to identify their work priorities (which are related to fulfilling their career aspirations and objectives) as well as their life priorities (including strengthening family relationships, having enough rest, and taking care of their health) and then formulate an equation which helps them achieve balance among those priorities.

The federal government believes in work/life balance; therefore, the Human Resources Law in the Federal Government took into consideration the needs of each age group and the marital status, as it states:

- Employees may be recruited on different contractual types in order to suit their personal / family commitments, i.e. recruitment could be on a full time contract, a part-time contract, or on a temporary basis.

- There are several types of leave including annual leave, sick leave, maternity and paternity leave, compassionate and bereavement (Uddah) leave, pilgrimage (Hajj) leave, exceptional leave, study leave, and leave without pay.

The employee's perception of fairness and respect in the workplace forms an important factor in relation to this asp**ect of the employees'** wellbeing. It could be translated through equal opportunities and the availability of clear criteria for recruitment, training, and promotion which result in job satisfaction. Moreover, respecting different opinions and cultures makes the work environment a better place for creativity, innovation, and cooperation; thus, leading to positive results. In this regard, the federal government considered these aspects in the Human Resources Law in the Federal Government and when developing the guidelines manuals which were launched by the Federal Authority for Government Human Resources, including:

- The Performance Management System for the Federal Government Employees: The manual explains how to set career objectives as well as the mechanism for evaluating job performance. It also highlights that employees have the right to submit a grievance in case they are unsatisfied with their final appraisal score.

- The Guiding Manual for the Procedures of Training and Development System: The manual clarifies how to analyze the **employees' training needs, and it highlights the need for preparing** a personal development plan to ensure that all employees are offered learning and development opportunities.

- Code of Ethics and Professional Conduct Document: The document highlights the entities' commitment towards the principles of "Justice and Equality" so that all employees have equal professional opportunities that motivate them to excel. It also states that a civil servant should refrain from using his rights unfairly in line with the laws, regulations, and systems.

Social connectedness between the entity's employees and the society is considered one of the important pillars to **employees' wellbeing. T**his contributes to better cooperation and collaboration towards achieving **the entity's objectives** due to variety of ideas and the application of creativity in reaching desired outcomes. Also, instilling social responsibility through participation in volunteering activities as well as in programs and events which make others happy (e.g. visiting sick people in hospitals and visiting the elderly), will benefit the employee as it helps him in finding his ultimate purpose in life and in attaining self-actualization.

Federal Authority for Government Human Resources

"Well Done" Initiative

In 2013, the Federal Authority for Government Human Resources launched the "Well Done Card" in order to create a positive and collaborative work environment. Any employee can send an electronic appreciation and thank you card to other employees in different business units and in different job categories to express his gratitude for their efforts and for their professional and ethical commitment at work.

The "Well Done Card**" is based on the Authority's standards and** values, such as professionalism, responsibility, loyalty, leadership, performance excellence, and equality. In addition, it promotes effective communicate among employees and with clients, with the ultimate objective of achieving the human resource strategy in the federal government.

2.3.3.1   Examples of Social Relationships-Related Initiatives

Entities may benefit from the following ideas when **designing and implementing their employees' wellbeing** programs and initiatives which are related to social relationships:

- Work/life balance initiatives (e.g. establishing nurseries in the workplace, implementing flexible working hours policies, etc.).
- Supporting charity work and encouraging employees to participate in volunteering activities (For more details on **volunteering, please refer to the** "Volunteerism Guidelines in the workplace for the government Entities**").**
- Launching privilege schemes which offer employees discounts so that they can fulfill their private life needs.

Federal Authority for Government Human Resources

"Imtiazat" Initiative (Discounts for Federal Government Employees)

In 2011, the Federal Authority for Government **Human Resources launched the strategic "Imtiazat"** initiative which serves the federal government employees and their families through exclusive offers and discounts in a number of sectors including: health, hotels, tourism and travel, restaurants, cars, jewelry, and sports. It aims at increasing job satisfaction and loyalty as well as increasing **employees' positivity and happiness.**

(For more details on the "Imtiazat" initiative, please visit the Authority's website: http://www.fahr.gov.ae. Moreover, you can **download the "Imtiazat" application which is available through** the application stores on smart phones).

Federal Authority for Government Human Resources (Cont.)

Al Basateen Model Nursery

Believing in the woman's role and her empowerment as well as in support of employees' wellbeing through work/life balance, in October 2017, the Federal Authority for Government Human Resources inaugurated a nursery that welcomes the children of its female employees as well as the children of female employees in nearby federal entities. The nursery follows the best international health and safety standards and it allows the children to practice educational and sports activities that develop their talents and instill a culture of creativity in them.

Example: Ministry of Foreign Affairs and International Cooperation

Best **Practice in Relation to Employees'** Wellbeing in the Workplace

The Ministry of Foreign Affairs and International Cooperation won The Emirates Award for Human Resources in the Federal Government (2016: 3rd Cycle) pertaining to best practice in relation to **employees' wellbeing in the workplace. The award recognized the ministry's efforts in providing a work** environment, which motivates employees and increases their job satisfaction and loyalty as well as fosters a culture of organizational excellence, through a number of policies and facilities that **support the employee's work/life balance, such as,** but not limited to:

- Flexible Working Hours Policy: The employee can select his working hours. He can start work between 8:00 and 9:00 a.m. (inclusive) and finish work between 3:00 and 4:00 p.m. (inclusive).

- A clinic: There is a clinic at the ministry where a nurse is available to provide first aid assistance and basic medical examinations (e.g. blood pressure and diabetes check-ups, etc.).

> **Example: Ministry of Foreign Affairs and International Cooperation (Cont.)**
>
> - **Health Club:** The health club is open after the working hours until 10:00 p.m. and on Saturdays. It welcome employees and their families and it includes two sections: One is dedicated for males and the other for females. It consists of a gym and a recreation room, in addition to facilities such as Jacuzzi, sauna and others which are operated by professional trainers.
> - **The Annual Walking Event:** It is organized under the patronage of H.E. the Minister of Foreign Affairs and International Cooperation and it aims at instilling a health culture through practicing sports.

2.4 Designing and **Implementing Employees' Wellbeing**-Related Programs and Initiatives

The results of employees' wellbeing affect not only the employee's life as an individual, but also the institutional work, the economy, and the society. Therefore, organizations strive to improve employees' wellbeing through designing and implementing a number of programs and initiatives which aim at developing the employees' behaviors, increasing their performance and productivity levels, and improving their work motivation; thus, reflecting positively on their happiness and loyalty.

The following three phases illustrate the methodology for designing and implementing employees' wellbeing-related programs and initiatives in order to ensure their success and sustainability of results: information gathering phase, program / initiative design phase, and program / initiative implementation and evaluation phase.

Figure (5): Phases of Designing and Implementing Employees' Wellbeing-Related Programs and Initiatives

Phase 01: Gathering Information

Step (01): Obtaining Senior Management's Support

Obtaining the senior management's support is the first step in the process of designing and implementing employees' wellbeing-related programs and initiatives. It ensures securing the required resources and the effective participation of employees later on. However, the senior management's support depends on the following:

- The perceived benefits that the program / initiatives have for the entity **and the employees (e.g. increase in productivity, increase in employees'** satisfaction and engagement, etc.);
- Clarity of costs associated with **launching employees'** wellbeing-related programs and initiatives in the workplace (e.g. costs related to work **injuries and employees' absence based on accurate analysis of available** statistical data);
- Availability of examples related to successful implementation of programs and initiatives as well as to fulfillment of associated objectives, based on the results of a benchmarking exercise.

Step (02): Identifying Employees' Needs

The entity should engage its employees in the process of designing **employees' wellbeing**-related programs and initiatives in order to understand their actual needs and to fulfill them according to priority. This should take into consideration that the interpretation of **employees' wellbeing varies** among the four generations of employees: Baby boomers (1946 - 1964), generation X (1964 - 1984), generation Y (1985 - 2004), and millennials (2004 and later). It is worth mentioning that each generation has a set of values, beliefs, expectations, motivations, and skills. For example, Baby Boomers are loyal, patient, disciplined, conservative, devoted and organized; Generation X is balanced, able to organize projects, skilled, critical thinker, and flexible; while Generation Y and Millennials consider immediate requirements, are determined, prefer diversification and competitiveness, and possess high technological skills.

The entity can gather information related to the needs of the different generations in several ways such as, but not limited to:
- Focus gro**ups where the entity identifies the employees' suggestions and** preferences regarding **employees' wellbeing**-related programs and initiatives;
- **Employees' wellbeing questionnaires which help in identifying the employees' physical and eating habits as well as t**he activities which interest them;
- Workplace assessments which help in studying the workplace infrastructure (e.g. office spaces, areas dedicated for breaks, etc.) as well as the culture of **employees' wellbeing including any practices or beliefs in** this regard.

Step (03): Obtaining the Employees' Support

Employees usually support programs and initiatives when they participate in designing them, especially after clarifying the purpose and the benefits that they and the entity will reap when implemented. It is important in this phase to identify a program / initiative coordinator whom the employees may contact to gain more information on the program / initiative and to make relevant suggestions.

Phase 02: Designing the Program / Initiative

Step (04): Identifying the Programs and Initiatives

Identifying the programs and initiatives depend on the needs and priorities **which the employees identified in Phase 01 as well as on the entity's** interests. This will help in:

- Identifying the scope of the program / initiative and focusing on it (e.g. healthy diets, sport activities, etc.);
- Clarifying desired outcomes to the senior management and to employees;
- Setting an adequate action plan and a mechanism to follow-up on progress.

Step (05): Identifying the Required Resources

After identifying adequate programs and initiatives, it is necessary to identify the required resources which could include, but not limited to:

- Necessary human resources to implement, put into effect, and follow-up on programs / initiatives;
- **Required financial resources (e.g. to cover the employees' training costs,** etc.);
- Rewards and incentives which might be used to encourage employees to participate in the program / initiative;
- Relevant equipment and tools as well as hardware and software (as necessary);
- Infrastructure and assets (e.g. a hole in the workplace, a bus or a car, etc.);
- The timeframe for designing and implementing the program / initiative.

Step (06): Setting Objectives Related to the Programs and Initiatives

The entity should set SMART objectives related to the employees' wellbeing programs / initiatives:

- Specific
- Measurable
- Attainable through the available skills and resources
- Realistic
- Time-Bound

Example:

Scope of Program / Initiative: Healthy Diet
All food and beverage vending machines at the workplace are to include 50% healthy diet options starting from 15th of April 2018.

(Note: Healthy diet options include fruits, vegetables, fresh juices, and low fat dairy products)

Scope of Program / Initiative: Physical / Sport Activity
Increase the number of employees who use bicycles to commute from home to office and vice versa by 5% starting from 24th of July 2018.

Scope of Program / Initiative: Workplace
Provide employees with a 30-minute short break away from their offices starting from 2nd of March 2018.

Phase 02: Implementing and Evaluating the Program / Initiative

Step (07): Creating Awareness about Programs and Initiatives

Raising awareness about the program / initiative among employees leads to an increase in their participation and to fulfillment of the desired outcomes. Therefore, the entity should put in place an action plan which includes:

- A Launching Event: The program / initiative, along with its objectives, are announced in the presence of the senior management;
- Awareness / Motivational Talks: Invite professional speakers (e.g. Nutritionist, Sport Instructor, etc.) to speak about the benefits of the program / initiative so that employees are motivated;

- Posters and Brochure: Hanging posters in the workplace and distributing brochures to provide information regarding the program / initiative.
- Success Stories: Spread the success stories of employees who underwent experiences similar to those promoted in the program / initiative (e.g. weight loss) so that others gain a more realistic picture of the benefits gained and challenges encountered.

It is also important to maintain the interest of employees throughout the program / initiative period to ensure their effective participation. Thus, the entity must:
- Utilize the break time to organize lectures or activities about the topic of the program / initiative so that employees do not feel that attending such events is affecting their daily work;
- Ensure that all employees have access to the program / initiative-related activities through nearby facilities and different timings;
- Reduce participation fees or make participation free of charge in order to increase the number of participants;
- Offer rewards and incentives for participants so that the entity ensures their continuous participation and motivates others to follow their steps.

Step (08): Implementing the Program / Initiative and Following-Up Progress
In order for the program / initiative to succeed, the following should be taken into consideration:
- **Regular and continuous meetings of the Employees' Wellbeing team to** plan, organize, and follow-up on work progress;
- Coordination and collaboration with partners (e.g. health clubs, restaurants, psychologists, financial consultants, etc.);
- Effective management of the program / initiative budget;
- Continuous communication with the employees and motivating them to participate in the program / initiative.

The entity should observe **the level of employees' participation in the program** / initiative, monitor the quality of interaction with partners (service providers), and issue regular reports on the pros and cons as well as on the results of the approved operational indicators related to the programs / initiatives.

Step (09): Evaluating the Programs and Initiatives and Making Recommendations

Evaluating the program / initiative is important to identify its effectiveness in order to develop it or replace it with another. The evaluation should take place at least once annually taking into account the following:

- Were the programs and initiatives implemented as planned?
    - Were all the program / initiative-related activities implemented?
    - How many employees showed interest in participating in comparison to the actual number of participants?
    - How many employees participated at the beginning and then stopped?
    - Which activities were most popular?
    - **Did the program / initiative fulfill the employees' needs?**
    - Were the employees satisfied with the quality, timing, service providers, rewards and incentives related to the programs / initiatives?
- What changes took place in the workplace (on the short-term)?
    - Was there any change in the workplace to support physical activity-related programs / initiatives?
    - Was there any change in the workplace to support healthy diet-related programs / initiatives?
    - **Was there any change to the entity's policies and procedures in support of the employees' wellbeing programs and initiatives?**
- What impact did the implementation of the program / initiative **have at the entity and the individual's levels (long**-term)?
    - **Did the indicators related to the employees' wellbeing and happiness improve based on the results of "The Happiest Workplace" study** conducted by the UAE Cabinet?
    - **Did the customers' happiness rate increase?**
    - Did the sick leave / absence indicator decrease?
    - Did productivity improve in the entity?

Based on the results and indicators of "The Happiest Workplace" study, the entity evaluates the need for a program / initiative and re-evaluates its return on investment in order to either amend it or replace it.

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3. ROLES AND RESPONSIBILITIES

The roles and responsibilities related to designing, implementing, and reviewing employees' wellbeing programs and initiatives are as follows:

1. **Federal Authority for Government Human Resources**
   - Develop an employees' wellbeing framework for the federal government;
   - Provide guidance and support to entities in relation to employees' wellbeing programs and initiatives (as necessary) in order to support the federal government in creating a positive and productive work environment;
   - Include the employees' wellbeing criteria as part of "The Emirates Award for Human Resources in the Federal Government".

2. **Happiness and Positivity Council (within the Entity):**
   - Oversee the implementation of the **employees' wellbeing framework a**s well as **ensure the design and development of employees' wellbeing programs and** initiatives in line with the National Happiness and Positivity Programme;
   - Endorse the **employees' wellbeing**-related programs and initiatives as well as review them on a regular basis for continuous improvement purposes.

3. **Chief Happiness and Positivity Officer:**
   - Coordinate with the concerned parties in the Ministry of State for Happiness to execute the National Happiness and Positivity Programme-related initiatives in the entity as well as set action plans based on the results of the happiness criterion in The Happiest Workplace study;
   - **Manage and develop new employees' wellbeing**-related programs and initiatives in liaison with the concerned parties (e.g. Human Resources Unit, Finance Unit, Corporate Communication Unit, Strategy and Future Unit, etc.) to foster **employees and customers' happiness and positivity;**
   - Monitor the effectiveness o**f the employees' wellbeing**-related programs and initiatives using specific indicators and relying on the results of The Happiest Workplace study.

4. **Line Managers:**
   - **Activate and implement the employees' wellbeing programs and initiatives;**
   - Lead positive change during daily interactions with the employees.

5. Human Resources Business Unit:

- Support the Chief Happiness and Positivity Officer and identify areas of focus **when designing employees' wellbeing**-related programs and initiatives;

- Ensure that employees at all levels have adequate resources and channels for communication;

- Lead the cultural change in the entity;

- **Provide relevant data and participate in reviewing the employees' wellbeing**-related programs and initiatives for improvement purposes.

6. Employees / Individuals:

- Participate positively in the **employees' wellbeing**-related programs as well as initiatives and support positive behaviors in the workplace;

- **Suggest new ideas and initiatives to support employees' wellbeing and to create** a happy workplace.

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4. MEASURING AND EVALUATING **EMPLOYEES' WELLBEING IN THE** FEDERAL GOVERNMENT

It is necessary to set and monitor appropriate key performance indicators in order to ensure the success of all bestowed efforts which are related to implementing **employees' wellbeing programs and initiatives as well as to assess their impact on the** results of organizational performance. The following performance indicators may be used:

Levels	Indicator (Example)	Frequency of Measurement
Employee	• % Clarity of organizational objectives for employees	• Annual
	• % Sense of job security	• Annual
	• % Decrease in employees' sick leave	• Bi-annual
	• % Satisfaction with internal communication in the entity	• Annual
	• % Job satisfaction with learning and development opportunities	• Annual
Entity	• % Employees' engagement	• Annual
	• % Employees' loyalty	• Annual
	• % Decrease in grievances submitted by employees	• Bi-annual
	• % Employees' wellbeing in the workplace	• Annual
	• % decrease in employees' turnover	• Annual
	• % Achievement of organizational objectives	• Bi-annual
Society	• % Employees involved in community-related activities from the total number of employees	• Annual

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5. CONCLUSION

The **Authority relied on "Maslow's H**ierarchy of Human Needs**" and on the "PERMA Model for Positivity and Happiness" to develop a framework for employees' wellbeing** in the federal government. The framework highlights the importance of designing and **implementing programs and initiatives which improve the employees' physical health** so that they enjoy higher levels of fitness and energy. It also takes into consideration **the need for improving the employees' mental health to avoid stress, to deal** effectively with work pressure, to foster a sense of achievement and self-satisfaction. Moreover, the framework emphasizes the importance of having programs and initiatives related to social relationships which connect the employee with his workplace, family, and society.

In order to ensure that the employees' wellbeing-related programs and initiatives are designed in a sound manner, the entity has to identify the needs of its different **employees and the required resources so that senior management's support is obtained and the employees' participation is effective. It is worth mentioning that the** main success factors in this regard include creating awareness about the programs and initiatives among employees, following-up work progress, and evaluating effectiveness in order to develop programs / intiatives or replace them with others which are most suitable.

Finally, we have to indicate that the entity will reap several benefits from **implementing employees'** wellbeing-related programs and initiatives such as, but not limited to, an increase in job satisfaction, a decrease in absence and sick leave, and an increase in organizational loyalty and engagement which will have a positive impact on **the entity's performance and on customers' satisfaction.**

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APPENDICES

Employees' Wellbeing Questionnaire (Sample)

Physical Activity

<u>Health Habits:</u>

1. What would prevent you from becoming more active? (Tick the answer that applies to you).

    ☐ Injury   ☐ Poor health   ☐ Facilities are unavailable

    ☐ Lack of transportation   ☐ Family commitments   ☐ Cost of facilities

    ☐ Distance to facilities   ☐ Work commitments   ☐ No one to do it with

    ☐ Dislike sport / exercise ☐ Unaware of available   ☐ Others (Please Specify):
                                   classes   ……………………………..

2. Which of the following best describes you? (Tick only one answer).

    ☐ I am not interested in pursuing a healthy lifestyle or being physically active.

    ☐ I have recently been thinking about becoming regularly active.

    ☐ I am intending to become regularly active within the next six months.

    ☐ I have recently changed my behavior and I am active on a regular basis.

    ☐ I have been regularly active for at least six months.

3. In terms of physical effort, how would you describe your work? (Please tick).

    ☐ Very demanding   ☐ Fairly demanding   ☐ Not very demanding

4. When you are at work, **are you mainly…**

    ☐ Standing up   ☐ Sitting down   ☐ Walking about

5. If the following physical activity initiatives were offered at work, how likely you be to take part or use of them?

Sr. No.	Physical Activity Initiatives	Extremely Likely	Undecided	Extremely Unlikely
1.	Talks and presentations on physical activity by health professionals.			
2.	Access to weekly physical activity messages via e-mail.			
3.	Active taster sessions at local leisure facilities.			
4.	On-site taster sessions run by health professionals.			
5.	On-site activity classes (e.g. yoga, aerobics, etc.).			
6.	Company leagues and competitions.			
7.	Subsidized corporate membership at local facilities or health clubs.			
8.	Flexible working hours to allow for physical activity before or after work.			
9.	Health and fitness assessments and/or health screening at the workplace.			
10.	A company bicycle pool for use during the break time.			

Healthy Eating

6. What prevents you from introducing more healthy food into your diet? (Tick the answer that applies to you).

☐ Special dietary needs ☐ Dislike of healthy food ☐ Family dietary program

☐ Family commitments ☐ Poor health ☐ Cost of healthy food

☐ Lack of cooking skills ☐ Lack of nutritional knowledge ☐ Work commitments

☐ Lack of healthy eating choices at lunch time in the workplace ☐ Lack of food storage and preparation areas in the workplace ☐ Others (Please Specify):

....

7. Which of the following best describes you? (Tick only one answer).

    ☐ I am not interested in pursuing a healthy lifestyle.

    ☐ I have recently been thinking about changing my diet.

    ☐ I am intending to change my behavior and to change my diet within the next six months.

    ☐ I have recently changed my behavior and I am following a healthy eating plan.

    ☐ I have been following a healthy eating plan for at least six months.

    ☐ I have special dietary needs that prevent me from changing my diet.

8. If the following healthy eating initiatives were offered at work, how likely would you be to take part or use them?

Sr. No.	Physical Activity Initiatives	Extremely Likely	Undecided	Extremely Unlikely
1.	Recipes and tips for healthy eating provided by health professionals.	☐	☐	☐
2.	Nutrition classes and qualifications.	☐	☐	☐
3.	Access to health promotion materials (e.g. leaflets and posters promoting healthy eating).	☐	☐	☐
4.	Access to weekly healthy eating messages via e-mail.	☐	☐	☐
5.	Healthy meal choices available in **the employees' break room / restaurant.**	☐	☐	☐
6.	Healthy snack options available through vending machines at the workplace.	☐	☐	☐
7.	Participation in local or national healthy eating events.	☐	☐	☐
8.	Weight management programs which include health and fitness assessments and/or health screening.	☐	☐	☐
9.	Fruit and vegetable box delivery scheme with deliveries to the workplace.	☐	☐	☐
10.	**Team or individual "Eat Well!" challenges.**	☐	☐	☐

Employees' Wellbeing Questionnaire (Sample)

Mental Wellbeing

1. Job Demands:

Sr. No.	Description	Satisfied	Neutral	Dissatisfied
1.	Are you satisfied with your role and job responsibilities?			
2.	Are you satisfied that your abilities and skills match the demands of your job?			
3.	Are you satisfied that the tasks you set out to accomplish are completed?			
4.	Are you satisfied with the appreciation that the entity has for you and for the importance of the work you perform?			
5.	Are you satisfied with the physical environment at your workplace?			

6. If you are dissatisfied with your physical environment, indicate why?

6.1	Noise	Yes ☐	No ☐	
6.2	Ventilation	Yes ☐	No ☐	
6.3	Temperature	Yes ☐	No ☐	
6.4	Humidity	Yes ☐	No ☐	

2. Empowerment and Working Hours:

Sr. No.	Description	Satisfied	Neutral	Dissatisfied
1.	Are you satisfied with the amount of influence you have over decisions related to your job?			
2.	Are you satisfied that you are involved in the decision-making processes within your entity?			
3.	Are you satisfied with your working hours?			
4.	Are you satisfied that the excessive working hours are discouraged at your workplace?			
5.	Are you satisfied with the opportunities you have for flexible working?			

3. Work Relationships:

Sr. No.	Description	Satisfied	Neutral	Dissatisfied
1.	Are you satisfied with the way your line manager deals with you?			
2.	Are you satisfied that you and your colleagues cooperate with each other rather than work in a competitive atmosphere?			
3.	Are you satisfied that bullying and harassment are seen as unacceptable at work, and that complaints are always acted on?			

4. Communication:

Sr. No.	Description	Satisfied	Neutral	Dissatisfied
1.	Are you satisfied with the channels of communication that exist within your entity?			
2.	Are you satisfied with the way you are able to communicate with other people in the workplace?			
3.	Are you satisfied with the way people usually communicate with you?			
4.	Are you satisfied that your line manager will listen to your concerns and take them on board?			
5.	Are you satisfied that the one-to-one sessions are used constructively to manage your workload and to provide positive feedback?			

5. Learning and Development Opportunities:

Sr. No.	Description	Satisfied	Neutral	Dissatisfied
1.	Are you satisfied with your job-related training?			
2.	Are you satisfied with the training opportunities dedicated for your personal development?			
3.	Are you generally satisfied with the quality of training that you are offered through your entity?			

Employees' Wellbeing Questionnaire (Sample)

Mental Health Needs

1. How would you describe the following when you are at work?

Sr. No.	Description	Poor	Good	Excellent
1.	Energy level	☐	☐	☐
2.	Mood	☐	☐	☐
3.	Concentration	☐	☐	☐
4.	Stress levels	☐	☐	☐

2. How likely are you to take part in each of the following programs if they were offered to you at work?

Sr. No.	Physical Activity Initiatives	Extremely Likely	Undecided	Extremely Unlikely
1.	Physical activity sessions	☐	☐	☐
2.	Stress-buster sessions (e.g. yoga, etc.)	☐	☐	☐
3.	Social events (e.g. staff trips, etc.)	☐	☐	☐
4.	Workshops / Talks on managing personal finances (e.g. saving, financial planning, etc.)	☐	☐	☐
5.	Workshops / Talks on time management	☐	☐	☐
6.	A healthy eating program	☐	☐	☐
7.	Educational programs on occupational safety	☐	☐	☐

* **This Employees' Wellbeing Questionnaire** is taken and adapted from the website of the British Heart Foundation.

APPENDIX "B":
World Health Days

The following list contains the dates of official world health days:

Sr. No.	Topic	Gregorian Date
1.	World Cancer Day	4th February
2.	International Childhood Cancer Day	15th February
3.	World Kidney Day	9th March
4.	World Tuberculosis Day	24th March
5.	The Gulf Oral and Dental Health Week	27th March - 12th April
6.	World Autism Awareness Day	2nd April
7.	World Health Day	7th April
8.	World Parkinson's Day	11th April
9.	World Hemophilia Day	17th April
10.	World Malaria Day	25th April
11.	World Asthma Day	1st - 4th May
12.	World Thalassemia Day	8th May
13.	World Hypertension Day	17th May
14.	World No Tobacco Day	31st May
15.	World Sickle Cell Awareness Day	19th June
16.	International Day against Drug Abuse and Illicit Trafficking	26th June
17.	World Spirometry Day	27th June
18.	World Hepatitis Day	28th July
19.	World Breastfeeding Week	1st August
20.	World Lymphoma Awareness Day	15th September
21.	World Heart Day	29th September
22.	The Breast Cancer Awareness Month	1st - 31st October
23.	World Mental Health Day	10th October
24.	World Osteoporosis Day	20th October
25.	World Polio Day	24th October
26.	National Epidermolysis Bullosa Awareness Day	25th - 31st October
27.	Lung Cancer Awareness Month	1st - 30th November
28.	World Diabetes Day	14th November
29.	World AIDS Day	1st December

Q1: **What is "Employees' Wellbeing"?**

Employees' wellbeing is related to aspects concerning the employees' physical and mental health as well as his social relationships in the workplace.

Q2: What benefits does the individual and entity reap as a result of **implementing employees' wellbeing**-related programs and initiatives?

There are several benefits that the individual and the entity reap as a result of implementing employees' wellbeing-related programs and initiatives, including:

- At the individual's level: Increased job satisfaction, decreased rate of absence and sick leave, as well as increased ability to effectively deal with work pressures.

- At the entity's level: Creating a safe work environment which stimulates work and productivity, enhancing the organizational image, fostering organizational loyalty and engagement, improving the general organizational performance, and **increasing customers' satisfaction.**

Q3: **What are the theories on which the framework for employees' wellbeing in** the federal government was based?

The **Authority took into consideration the "Maslow's Hierarchy of Human Needs" and the "PERMA Model for Positivity and Happiness" when developing the framework** of employees' wellbeing in the federal government. The Maslow's hierarchy theory highlights that human satisfaction could be achieved when the following individual needs are fulfilled: physiological needs, security needs, social belonging needs, as well as self-esteem and self-actualization needs. As for the PERMA Model, it calls for creating positive emotions, engagement in activities that help the individual to develop and grow, building and maintaining positive relationships, exploring the purpose of one's life, and feeling proud of achievements.

Q4:   What are the components of the Framework of **Employees' Wellbeing in the Federal Government?**

The framework of **employees' wellbeing in the federal government is based** on three main components: the physical health of the employees including aspects related to their general fitness and energy level; the mental health which is linked to levels of stress and tension as well as bullying, violence, and the sense of achievement and self-satisfaction; and finally social relationships in the workplace which is affected by work/life balance, perception of fairness and respect, social connectedness in the workplace, family, and society. All those factors are affected by the work environment, i.e. the physical workplace, the relationship with the supervisors and **colleagues, the employee's perception on the import**ance of his role and his ability to perform his duties in a competent manner, especially in the presence of learning and development opportunities.

Q5:   **What are the phases related to designing and implementing employees'** wellbeing programs and initiatives?

The process of designing and implementing employees' wellbeing programs and initiatives consist of three main phases as follows:

- Phase 01: Gathering Information

    o   **Obtaining Senior Management' Support**

    o   **Identifying the Employees' Needs**

    o   Obtaining t**he Employees' Support**

- Phase 02: Designing the Programs and Initiatives

    o   Identifying the Programs and Initiatives

    o   Identifying the Required Resources

    o   Setting Objectives Related to the Programs and Initiatives

- Phase 03: Implementing and Evaluating the Programs and Initiatives

    o   Creating Awareness about the Programs and Initiatives

    o   Implementing Programs and Initiatives and Following-Up Progress

    o   Evaluating Programs and Initiatives and Making Recommendations

Appendix "D":
References

- Books and Articles:

  o *Health Workplace Guide: 10 Steps to Implementing a Workplace Health Program*

    (Published in 2016 by the National Heart Foundation of Australia)

  o *SHRM Learning System for SHRM-CP/SHRM-SCP 2016 (People Module)*

    (Published in 2016 by the Society for Human Resource Management [SHRM])

  o *"How to Design a Corporate Wellness Plan that Actually Works"*

    (Published on 31st March 2016 by Harvard Business Review)

- Websites:

  o http://www.fahr.gov.ae

  o http://www.managingwellbeing.com

  o https://www.safeworkaustralia.gov.au/system/files/documents/1702/ergonomicprincipleschecklistsforofficefurniture_1991_pdf.pdf

  o http://investorsinpeople.ph/wp-content/uploads/2013/08/The-Business-Case-for-Employee-Health-and-Wellbeing-Feb-2010.pdf

  o http://www.greatplacetowork.co.uk/storage/Publications/wellbeing_and_culture_final_011216.pdf

  o https://www.bhf.org.uk/publications/health-at-work/health-at-work-employee-survey

  o http://www.ksau-hs.edu.sa/Arabic/healthdays/Pages/worldhealthdays.aspx

- Laws, Decrees, and Guidelines:

  o The Human Resources Law in the Federal Government (Federal Decree Law No. 8 for Year 2008 on Human Resources in the Federal Government as Amended by Federal Decree Law No. 09 for Year 2011 and Federal Decree Law No. 17 for Year 2016).

  o The Performance Management System for the Federal Government Employees (Endorsed on the basis of the Ministerial Decree No. 12 of Year 2012).

  o Training and Development System for Federal Government (Endorsed on the basis of the Ministerial Decree No. 11 of Year 2012).

Appendix "D":
References

o   Ministerial Decree No. 18 of Year 2015 on Rewards and Incentives System for Federal Government Employees.

o   The General Framework for Measuring the Federal Government Capabilities **"Qudurat" (Issued by the Federal Authority for Government Human Resources in** 2015).

o   The Guiding Manual for the Procedures of Training and Development System (Issued by the Federal Authority for Government Human Resources in 2014).

o   Guidelines for Health and Safety in Workplace in the Federal Government (Issued by the Federal Authority for Government Human Resources in 2015).

o   Volunteerism Guidelines in the workplace for the government Entities (Issued by the Federal Authority for Government Human Resources in 2015).

o   Code of Ethics and Professional Conduct Document (Issued based on Ministerial Decree No. 15 of Year 2010).

o   The Happiness Policy Manual (Issued by the UAE Cabinet)