



GUIDE FOR THE POLICIES AND PROCEDURES OF HUMAN RESOURCES IN THE FEDERAL GOVERNMENT

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Section One

General Framework

First: Introduction

As part of the UAE's quest to be one of the best countries in the world in 2021, the Government of the United Arab Emirates is working to provide high quality and outstanding services to its clients, through the management of government human resources as the mainstay for the creation of high level technical and administrative cadres, and the development of an integrated system of legislations and advanced systems, according to best practices in the field of human resources.

Based on the role played by the Federal Authority for Government Human Resources (FAHR) to develop human resources in the federal government and provide all forms of support and assistance to the ministries and federal entities in investing and upgrading their human resources in order to achieve their objectives and ensure the achievement of the strategic objectives of the Government of the United Arab Emirates, it is the responsibility of FAHR to develop the Guide for the Policies and Procedures of Human Resources in the Federal Government. The first edition of the Guide is a practical tool and a continuation of the FAHR's efforts to enable HR practitioners to comprehend and apply HR legislations and regulations in the federal government in accordance with the Human Resources Law of the Federal Government, as amended, its Implementing Regulations and best practices. It also helps them build an institutional culture based on standards of excellence in service, customer focus and government efficiency. The Guide is an important reference for all stakeholders in government policies and procedures for HR Department.

Through its sections, this Guide provides a detailed explanation of the policies and procedures within the core human resources processes and the coordination and quality assurance mechanisms that the ministries and federal government entities must follow in order to fulfill their role as desired by the wise leadership of the UAE.

Second: Main objectives

1. Issue a uniform Guide for HR policies and procedures which conspicuously regulates the relationship between employees and the Ministry or the federal entity, and serves as a major reference for HR departments in the application of human resources legislations, regulations and programs across the federal government.
2. Raise the efficiency of HR departments in ministries and federal entities, through the use of the latest methods and mechanisms applied successfully in many institutions.
3. Transform policies and procedures into a comprehensive and integrated system that links and regulates all HR activities.
4. Develop a flexible framework that sets priorities, regulates processes and coordinates actions, and serves as a source of all HR activities.
5. Put an end to confusion, overlapping and duplication between the functions and responsibilities of HR department and other departments and organizational units.
6. Apply legislations and regulations at the level of human resources in the ministries and federal entities, in an easy, clear, transparent and fair manner.
7. Provide outstanding high quality service, and raise satisfaction level with HR departments.
8. Support ministries and federal entities during the stage of documenting, reviewing and updating their internal procedures and systems, in relation to human resources in accordance with best HR practices.
9. Provide time for officials to answer staff queries on matters related to HR Department systems and activities.
10. Identify and clarify the duties and rights of all parties, in addition to ensuring that all employees are treated equally, in accordance with the principle of career justice.
11. Avoid problems arising from misunderstanding or lack of clarity, in connection with the relationship of the ministry or the federal entity with the employee.
12. Save time and effort and reduce the need for outsourcing to do so.
13. Clarify the roles and responsibilities of all operations related to HR activities at the ministry and federal level.

Third: References and sources of the Guide

- Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations;
- Federal Law No. (6) of 2014 on the National and Reserve Service;
- The Human Resources Strategy of the Federal Government and its Operational Plan;
- Cabinet Resolution No. (23) of 2012 endorsing the federal government payroll;
- Cabinet Resolution No. (12) of 2012 endorsing the performance management system for federal government employees;
- Cabinet Resolution No. (11) of 2012 concerning the training and development system for federal government employees;
- Cabinet resolutions related to allowances and bonuses;
- Cabinet resolutions for related services;
- The Code of Professional Conduct and Public Service Ethics;
- Human Resources Information Management System (Bayanati) (Employee Procedures and Operations - Self Service - Payroll Management - Online Recruitment);
- FAHR's policies and circulars;
- Best practices in HR Department.

Fourth: General definitions in the Guide

In the application of the provisions of this Law, the following words and expressions shall have the meanings assigned to each of them, unless the context otherwise requires:

State: United Arab Emirates.

Government: Government of the United Arab Emirates.

Cabinet: Cabinet of the United Arab Emirates.

Ministry: Any ministry established pursuant to the provisions of Federal Law No. (1) of 1972, concerning the competences of ministries, powers of ministers and the amendment laws or in accordance with any other laws.

Law: Federal Decree Law No. 11 of 2008 on Human Resources in the Federal Government, as amended.

National, reserve and alternative service: The service imposed under law No. (6) of 2014 on national and reserve service.

Implementing Regulations: Implementing Regulations of the Law.

Federal entity: Federal public entities and institutions.

Minister: The highest head of the Ministry.

Authority: Federal Authority for Government Human Resources (FAHR).

Senior management: Undersecretary of the Ministry or Assistant Undersecretary of the Ministry and the like.

HR Department: The administrative unit in charge of human resources at FAHR.

Employee: Any one holding a post included in the budget.

Line manager: The person who undertakes the tasks and responsibilities of direct supervision of employees, identifies their level of performance and prepares their development programs.

Performance Management System: The system for assessing the performance of federal government employees issued under Cabinet Resolution No. (12) of 2012 endorsing the performance management system for federal government employees.

Training and Development System: The system for the training and development of federal government employees, approved under Cabinet Resolution No. (11) of 2012 endorsing the training and development system for federal government employees.

HR Information System "Bayanati": An electronic system through which human resources procedures have been automated, including financial procedures related to the salaries of employees at all entities where the system is in place, such as ministries and federal entities, according to the best practices of human resources services in ministries and federal entities. Thus, the "Bayanati" system establishes a unified database for the federal government.

Procedures: A special way to accomplish any work, depending on a series of consecutive steps of a specific order.

Flowchart: An illustration of the steps and procedures required to identify how to perform a certain procedure or task, according to its logical sequence.

Fifth: Responsibilities, missions and roles

A core group of individuals and departments should be involved to ensure the successful implementation of this Guide. The following is an overview of the most important responsibilities, roles and tasks:

#	Responsibility	Tasks and roles
1	FAHR	<ul style="list-style-type: none"> - Proposing policies and procedures based on the Human Resources Law of the Federal Government, as amended and its Implementing Regulations. - Ensure that federal ministries and entities comply with Federal Law No. 11 of 2008 on Human Resources in the Federal Government, as amended. - Support HR Departments in ministries and federal entities, and provide the necessary support to transform the law and regulations into clear and systematic procedures and mechanisms, and provide them with reference to the most important HR operations.
2	Higher management	<ul style="list-style-type: none"> - Participation and commitment in applying the Guide to provide distinguished services in the field of human resources for the Ministry / federal entity and employees. - Clarity and transparency in applying the Guide at the Ministry / federal level. - Empower and enhance HR departments through the use of the latest HR management practices.
3	HR Department at the Ministry or the federal entity	<ul style="list-style-type: none"> - Effective participation in the implementation of HR strategy initiatives in the federal government. - Document internal HR policies, procedures and processes in line with the core processes in this Guide, and make use of its content as a primary reference. - Full compliance with the provisions of Federal Law No. (11) 2008 on human resources in the federal government as amended and its Implementing Regulations. - Maintain effective and fair communication relationships with

		<p>employees, introduce them to human resources policies and procedures and apply the principle of transparency.</p> <ul style="list-style-type: none"> - Involve all officials in the Ministry or the federal entity in the application of HR policies and procedures.
4	Direct official / line manager	<ul style="list-style-type: none"> - Employees must be informed of their rights and duties by referring to Federal Law No. 11 of 2008 on human resources in the federal government, as amended, and its Implementing Regulations, through dealing with their employees and directing them to maintain morale, high performance and discipline. - Assume responsibility for applying all human resource policies and procedures, and consulting with the Director of HR Department on the limits and areas of application of these policies and procedures.
5	Ministry staff or the federal entity	<ul style="list-style-type: none"> - Identify all the rights and duties set forth in the Guide for the Policies and Procedures of Human Resources, as well as the procedures applicable in the HR processes. - Commitment and adherence to the provisions of Federal Law No. (11) of 2008 regarding the human resources in the federal government, as amended and its Implementing Regulations.

Sixth: How to use the Guide:

1. The Federal Authority for Government Human Resources (FAHR) is the issuing authority of this Guide and therefore all inquiries and matters related thereto should be submitted to FAHR.
2. This Guide is an explanation of the provisions of the Human Resources Law, as amended and its Implementing Regulations.
3. This Guide is a guiding framework and part of the regulations and instructions of the governmental entity in the application of HR legislations and regulations.

4. This Guide has been divided into a series of organized chapters, based on the most important processes of human resources policies and procedures, beginning with the identification of human resource requirements to termination.

5. In each section of this Guide, you can learn the policies and Procedure steps for each HR process, including:

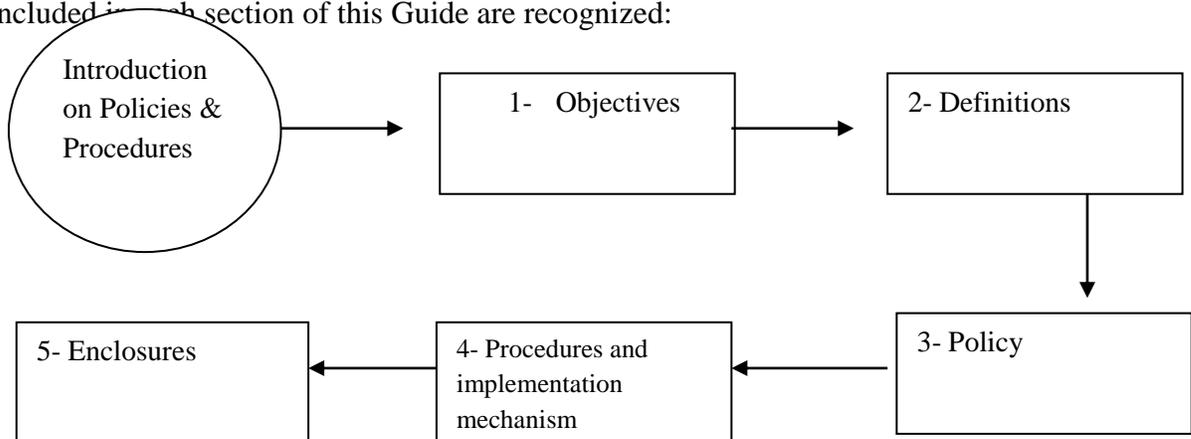
- Objectives.
- The most important definitions and related terms.
- Legal reference and relevant Cabinet resolutions.
- Terms and conditions.
- Clear and orderly procedures and mechanisms of implementation, in addition to the flowchart which illustrates the sequence of steps.
- Examples of supporting models used to implement some HR procedures, where officials in the HR Department can use the contents of this Guide during the preparation, development and updating of internal procedures, processes and systems related to human resources.

6. All managers and heads of organizational units in cooperation with the HR Department are committed to implement the human resources policies and procedures of the Ministry / federal entity.

7. The HR Department shall inform all employees of the policies and procedures related to human resources in the Ministry or the federal entity.

8. This Guide describes the functions and responsibilities of the employees and organizational units of the Ministry or the federal entity, and thus clarifies the rights and duties between the employer and the employees.

Figure (1) shows how the policy and Procedure steps for each human resources operation included in each section of this Guide are recognized:



<ul style="list-style-type: none">- Examples of illustrated models	<ul style="list-style-type: none">- Sequence of Procedure steps and responsibilities- Procedure flowchart (illustration)	<ul style="list-style-type: none">- Legal reference- Cabinet resolutions (if any)- Terms and conditions (if any)
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Section two

Policies and procedures for determining human resource requirements, recruitment, selection and appointment

First: Introduction

Human resources are the main nerve through which various activities at the Ministry or the federal entity are carried out. To put the plans into practice and achieve the desired strategic objectives, and in order for the Ministry or the federal entity to maintain good performance and continuous development, the Ministry / federal entity should select the staff carefully, and select the best candidates and put them into probation period to ensure the selection of the right person for the right position.

In this section, the policies and procedures to be followed in the management of human resource requirements, attraction, selection and recruitment, and applicable terms and conditions in accordance with the federal laws and regulations issued in this regard.

Second: Objectives

1. Clarify the policies and procedures related to the identification of human resource requirements, attraction, selection and appointment as appropriate, to be followed by those concerned in the HR Department, managers and all employees.
2. Identification of job requirements contributes to:
 - Avoid excessive employment.
 - Endeavor to provide the local cadres and the appropriate competencies and expertise at the right time and place.
3. Selection and appointment are of paramount importance, as:
 - Proper selection of candidates to fill positions in a methodical manner, commensurate with the needs of work as part of the frameworks adopted in the strategic plan of the Ministry or the federal entity.
4. Probation period is of vital importance as it contributes to:
 - Ensure the efficiency of the new employee in the new job.

- Encourage the new employee to exert efforts and show excellence and potentials to fill the position.

5. When determining the job requirements, ministries and federal entities shall observe the following:

- Achieving the objectives of the Ministry's strategic and operational plan of the federal entity for the coming year or years.

- Compliance with the government's directives, in terms of emphasis on job priorities.

- Implementation of replacement and Emiratisation initiatives and projects, and indicators of job rotation and turnover.

Third: Definitions

Attraction: It is the search for the most qualified individuals and attract them to fill vacant positions, both from the public and private sectors, as well as from within or outside the country.

Selection and appointment: Means the method by which the best and most suitable applicants for positions in ministries or federal entities are selected, according to the approved employment plan.

Masar Program: A program approved by the Cabinet under Cabinet Resolution No. (31) of 2010. It aims to attract and sponsor high school graduates from the UAE to obtain academic qualifications and fill civil posts in ministries or federal entities.

Fourth: Policy

a. Legal reference (related articles)

• The policies and procedures in this section are related to the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations, as explained below:

Legal reference	Relevant articles
Human Resources Law in Federal Government No. 11 of 2008 as amended	Identification of requirements (Article 6) Selection and appointment (Articles 10-15)
Federal Law No. (6) of 2014 regarding National and Reserve Service	National and Reserve Service (Article 15)
Implementing Regulations of the Human Resources Law of the Federal Government.	Identification of requirements (Articles 5-17, Articles 9-19)

	Selection and appointment (Articles 19-24)
Cabinet Resolution No. (23) of 2012 endorsing the federal government payroll.	

b. Terms and Conditions (General Provisions)

• Recruitment and appointment process:

- The HR Department is responsible for managing the recruitment process in the Ministry or the federal entity with the aim of catering for the needs of candidates applying for the positions available in ministries and federal entities, along with lists of graduates in universities and recruitment entities, and other available sources of recruitment.
- The HR Department provides information and technical support to all organizational units in the ministries or federal entities with regard to vacancies where appointments are required.
- The government entity seeks to select and appoint the most efficient individuals to fill vacancies, while adhering to the criteria of excellence, efficiency and substantive justice during all stages of research and selection.
- Not breaching any of the special conditions and requirements for filling the positions mentioned in the approved job description cards.
- The following conditions must be met for appointment in one of the vacant posts, provided that the candidate submits the required documents:
 1. Have good conduct.
 2. To be at least 18 years of age.
 3. To have academic qualifications and practical experience, certified and having equivalency certificates from the competent authority of the State, in line with the nature of the job.
 4. Successfully pass all tests and interviews related to the job.
 5. Be medically fit according to the official medical entity's decision.
 6. The candidate should not have custodial penalty sentence in a felony or misdemeanor for the breach of honor or trust, unless he/she has been pardoned by the competent authorities or rehabilitated by virtue of a criminal record certificate issued by the relevant authorities.

7. The candidate should not have been terminated by the previous employer because of serious violations related to the work, or because of a final judicial ruling for committing a crime.

8. If the candidate for the position is a male citizen and within the age group specified in the National Service Reserve Law, he should have a national service card or submit a certificate indicating his position, in accordance with procedures applicable at the National Service and Reserve Authority.

Recruitment sources:

- Internal advertisement on the portal of the ministries and the federal entities for employees (internal advertisement).
- Advertising on the website of the ministries and federal entities (external advertisement).
- Advertising in media outlets (local or foreign newspapers / radio / recruitment agencies, etc.)
- Employment exhibitions for citizens.
- Masar Program (recruitment and sponsorship of high school graduates).
- Universities, colleges and technical institutes.
- Recruitment companies inside and outside the State for specialized jobs.

Searching for job candidates:

The HR Department at the Ministry or the federal entity shall look for suitable candidates for vacant posts, as follows:

1. Candidates for the job from within the Ministry or the federal entity

If a qualified candidate is found to fill the vacancy by means of transfer or promotion from within the Ministry or the federal entity, the HR Department shall make contacts between the candidate employee's Department and the Department in which the vacancy is available. If agreement is made, transfer or promotion shall be made in accordance with the provisions and procedures prescribed in this respect.

2. Candidates for the job from outside the Ministry or the federal entity

In the absence of suitable candidates for the vacant post from within the Ministry or the federal entity, or in case nobody meets the conditions of transfer or promotion, the HR Department will search for suitable candidates from other outside sources such as:

- Advertise the vacancy in the newspapers or the website of the Ministry or the federal entity.
- Use the services of recruitment agencies.
- Conduct personal contacts to headhunt a certain experienced and qualified person.

Selection of candidates for the post:

- Appointment may not be done without holding a personal interview with the job candidate by the hiring department.
- No candidate may be called up from outside the State unless a telephone interview with the department or the Director of HR Department.
- In exceptional cases, a personal interview can be conducted online, provided that all necessary precautions to ensure the credibility of the results are taken. The interview may be arranged online with carefully chosen candidates by well-reputed recruitment sources.
- The HR Department shall make appropriate arrangements for interviewing candidates for all posts in consultation with the hiring department.
- The Committee of Interviews and Selection shall be formed by a decision of the Minister or his delegate. The committee will be made up of a number of members, including a representative of the HR Department and the relevant department, and a professional member in the field of specialization (if required) to select the best candidates who meet the requirements to fill the position.
- Job candidates will take the theoretical and practical tests determined by the relevant authority as a condition for appointment.
- The best candidates for the position are selected from among the highest degrees or marks, as determined by the government entity in the various types of tests.

Ticket to recruit candidates from abroad:

- If the candidate is brought for a personal interview from outside the State, the employer may provide a ticket to the candidate only without his family.

- The employer may bear the expenses of accommodation in an appropriate hotel or according to the hospitality determined by the Ministry / federal entity.

Job offer and employment contracts:

- If the candidate is accepted for appointment, an official letter accompanied by the job offer, showing the job, grade and salary, and a copy of the employment contract for approval, will be forwarded so that the HR Department can proceed with the recruitment process.
- The HR Department will use the approved employment contract forms attached to the Implementing Regulations of the Human Resources Law in the Federal Government No. (11) of 2008, as amended. As for those appointed as experts and consultants or on general bonus, the Ministry or the federal entity must conclude contracts with such categories so that the main terms may include the rights, privileges and obligations of the parties, until contract forms for such categories are endorsed.
- No amendment may be made by deletion or addition to the approved employment contract forms attached to the Implementing Regulations.
- Employment contracts will be entered into in Arabic duplicate, one for each party. The Arabic version of the contract can also be translated into a foreign language if necessary, provided that the Arabic version shall prevail in case of discrepancy.
- The HR Department is obliged to obtain the necessary approvals prior to the issuance of the decision of appointment by the relevant authority and the subsequent procedures.

Appointment authority:

The authority to issue the decision of appointment in the ministries and federal entities shall be as follows:

1. By a federal decree upon the approval of the Cabinet for the positions of the Undersecretary of the Ministry or the Director General in case of independent entities.
2. By a decision of the Cabinet for the positions of Assistant Undersecretary or Executive Director in case of independent entities.
3. The relevant Minister or his delegate in case of other positions.

Setting salary at appointment:

- At the beginning of appointment, the employee shall be awarded the starting basic salary according to the grade as per the payroll, as of the date of actual employment.
- If the candidate has more practical experience than the period required for the job, the employer may grant the employee (5%) of the basic salary for the job grade for each year of experience, added to the starting salary of the grade, to the maximum of 50%, provided that:
 1. The experience should be in the same field of the vacancy.
 2. Percentage of increase shall not exceed the ending salary of the grade on which appointment shall be made (for non-citizens).

Work commencement:

- Work commencement for the employee shall be considered as the beginning of effective service at the Ministry or the federal entity.
- The employee, under the supervision of the HR Department which provides him with general information about the employer, shall review the Code of Professional Conduct and Public Service Ethics, and recite the legal oath of federal government employees.

Probation period:

- Except for those appointed to the posts of Undersecretary or the Director General in independent entities, the employee appointed for the first time shall be subject to a three-month probation period beginning on the date of work commencement. This period may be extended for a similar period.
- The line manager shall assess the employee's performance and behavior during the probation period, based on clear principles in terms of setting goals and the evaluation mechanism, and before the end of the specified probation period, it is recommended either to hire or terminate him/her. Termination decision shall be issued by the relevant authority before expiry of the probation period if the employee proves to be unfit for the job.
- Upon successfully passing the probation period, the Department must notify the employee that he/she is hired and would continue in his/her job.

- The employee may be terminated for being unfit for the job during the probation period, provided that he/she is given a period of notice for five working days.
- An employee may resign during the probation period, provided that a notice is served to the employer before five working days.
- The dues payable for the employee whose service is terminated for being unfit for the job during the probation period shall be calculated according to the following:
 1. Gross salary due until the end of the last working day.
 2. Amount in lieu of travel tickets to leave the State for the employee and his/her eligible family members, if stipulated in the employment contract.

Types of employment:

- Full-time employment: It is the employment in which the employee works for full working hours throughout the working days, in accordance with the rules prescribed in the Regulations, and receives the gross salary and benefits prescribed for the position he/she holds.
- Part-time employment: It is the employment in which the employee works for a specified number of hours or working days approved in the Regulations, and receives a salary by calculating on a pro rata basis between the hours or days of work which the employee has already worked and the gross salary and benefits prescribed for the position he/she holds.
- Temporary employment: The employment in which the employee works full daily working hours throughout working days in accordance with the rules prescribed in the Regulations, for a period of three months extendable for a similar period during which the employee receives the monthly salary allocated to the job grade along with the financial benefits of the job he/she holds as per the payroll.
- Appointment by a special contract: It is the employment in which the employee has the specific expertise needed by the Ministry or the federal entity and appointment is made in any senior vacancy (for citizens: from second grade and above; for non-citizens: second and first grades only).

Entering into contracts with experts and consultants:

The flexibility granted to ministries and federal entities in entering into contracts with experts and consultants to fill some of vacancies is due to the fact that these ministries and federal entities need a certain type of specialized human resources given the nature of the tasks entrusted to those entities, which require that appointment in such jobs should be outside the scope of the general cadre (not on a job grade) and for this reason falls within the budget groups (group 22 of goods and services requirements), section No. 224402 on the fees of experts and consultants, to enable those entities to make use of this section in the recruitment and appointment of those they deem appropriate for the completion of specialized tasks set by the Ministry or the federal entity.

Conditions of entering into contracts with experts and consultants:

The nature of the job itself determines whether or not the employee falls within the category of experts and consultants, according to the following criteria:

- Insufficient human resources required for this position.
- Accurate specialization required in the job candidate.
- To what extent practical experience is linked to the academic qualification which should be relevant to the experience gained in the field.
- Projects of a strategic or specialized nature required by the work or public interest.
- Execute international memorandums and conventions that require cooperation in the exchange of experts in a variety of fields.
- The job requires technical skills and special skills in addition to practical experience.

Appointment on general bonus basis:

It is a method used by ministries and federal entities to recruit employees with a lump-sum monthly salary that does not include any other benefits or allowances for the categories specified in the standard Manual of Financial Procedures issued by the Ministry of Finance according to the accounting item number 211104.

Appointment of people with special needs:

Priority shall be given to local people with special needs to fill vacant public posts suitable for their health conditions, on condition that the employer provides them with all appropriate means to perform their duties and to equip their workplaces with the appropriate tools and necessities.

In all types of employment mentioned above, employees with marital, kinship or in-law relationships up to the second degree may not be employed in the same organizational unit or under direct supervision of one another. The employee shall not engage in any decisions concerning the appointment, transfer or promotion of any person these.

General provisions for the application of National Service and Reserve:

The Ministry / federal entity shall be committed to:

- a) It shall allow Emirati employees to join National Service once any of them meets the conditions thereof.
- b) It shall allow any Emirati employee whose National Service has been postponed in accordance with the established rules in this regard to join his National Service.
- c) It shall allow any reservist Emirati employee to join the Reserve Service once he is called up and allow him to return to his job following the end of the call-up, provided that he shall be required to prove that he joined the reserve service during the call-up.
- d) It shall retain the job of or any other equivalent job for any person who joins or is called up for National Service until he has completed the period of National Service or the duration of the call-up. However, it may hire any temporary employee to fill the job during that period.
- e) Throughout the period of National Service or call-up, Emirati employees shall receive their salaries, bonuses, allowances, promotions and other rights and benefits arising from the job as if he was doing his job as usual. The period he spends in National Service or call-up shall be counted towards his period of service. The period of National Service and call-up shall be counted towards the period specified for bonus or pension purposes, along with any other rights and benefits arising out of the job or work.
- f) The National Service period of the conscript appointed in the Ministry / federal entity during the period of his National Service shall be considered as having served the Ministry / federal entity. This period shall be counted for seniority purposes and entitlement to prescribed increases.
- g) If the employee is appointed after the expiry of National Service at the Ministry / federal entity, the period of National Service shall be added up to the actual service specified for purposes of remuneration, pension and other rights and benefits arising from the job.
- h) The costs of adding up service periods as per paragraphs (e and f above) shall be borne by the Armed Forces.

For more details on the relevant terms, conditions and controls, please visit FAHR's official website to review the Human Resources Law No. (11) of 2008 for the Federal Government as amended and its Implementing Regulations.

1.1 Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage the process of identifying human resource requirements:

#	Procedure steps	Organizational unit	Responsibility
1	Circulate job requirements identification form to sector and department directors	HR Department	Employee in charge at the HR Department
2	Receipt of the requirements form after being filled out by the concerned departments for review and approval	HR Department	Employee in charge at the HR Department
3	Identify and discuss functional needs with relevant departments	HR Department	Employee in charge at the HR Department
4	Comparison of vacancies with the approved budget and the strategic and operational plans for each sector / department (refer to what was uploaded on Bayanati)	HR Department	Employee in charge at the HR Department
5	Match the required vacancies with the approved organizational structure (refer to what was uploaded on Bayanati)	HR Department	Employee in charge at the HR Department
6	Review and approve the job description of the existing positions with the relevant departmental directors (in accordance with the procedures set out in the Guide for the Preparation and Review of Job Descriptions and Job Evaluation)	Resource Management Human + relevant department	Human Resources Manager / Direct Head / Manager
7	Preparation and approval of job descriptions with relevant department directors (according to the procedures in the Guide for the Preparation and Review of Job Descriptions and Job Evaluation)	HR Department + relevant department	Human Resources Director / Line manager / Director of the relevant Department
8	Submit the job description after approval to the Finance Department for approval by the concerned authorities "Ministry of Finance" (in accordance with the procedures contained in the Guide for the Preparation and Review of Job Descriptions and Job Evaluation)	HR Department	Employee in charge at the HR Department
9	Prepare and approve a final list of	HR Department	Employee in charge at

	vacancies		the HR Department
10	Develop the employment plan based on the approved vacancy list	HR Department	Employee in charge at the HR Department

* In case some of the job needs are not included in the approved employment plan, coordination will be made with the HR Department to approve them through the prescribed channels.

1.2 Procedure flowchart

HR Department	Circulate job requirements identification form to sector and department directors 1.1 Relevant employee	Receipt of the requirements form after being filled out by the concerned departments for review and approval 1.2 Relevant employee
	Develop the employment plan based on the approved vacancy list 1.10 Relevant employee End	Develop the employment plan based on the approved vacancy list 1.9 Relevant employee
	Identify and discuss functional needs with relevant departments 1.3 Relevant employee	Comparison of vacancies with the approved budget and the strategic and operational plans for each sector / department (refer to what was uploaded on Bayanati) 1.4 Relevant employee
	Submit the job description after approval to the Finance Department for approval by the concerned authorities "Ministry of Finance" (in accordance with the procedures contained in the Guide for the Preparation and Review of Job Descriptions and Job Evaluation) 1.8 Relevant employee	Match the required vacancies with the approved organizational structure (refer to what was uploaded on Bayanati) 1.5 Relevant employee
	Preparation and approval of job descriptions with relevant department directors (according to the procedures in the Guide for the Preparation and Review of Job Descriptions and Job Evaluation) 1.7 Employee in charge at the HR Department/ Line manager/ director of the relevant	Review and approve the job description of the existing positions with the relevant departmental directors (in accordance with the procedures set out in the Guide for the

	department	Preparation and Review of Job Descriptions and Job Evaluation) 1.6 Employee in charge at the HR Department/ Line manager/ director of the relevant
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Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

2.1 Procedure and implementation mechanism:

The following are the most important steps for the procedures required to manage the process of attraction, selection and appointment:

#	Procedure steps	Organizational unit	Responsibility
1	Advertise vacancies through the available channels according to terms and conditions	HR Department	Employee in charge at the HR Department
2	Receive and sort CVs of candidates and prepare an initial list to be submitted to the concerned department and the Interview and Selection Committee to select the final list of candidates	HR Department	Employee in charge at the HR Department
3	Schedule the interviews in coordination with the concerned administration and inform the candidates of the date and place of the scheduled interview	HR Department	Employee in charge at the HR Department
4	The interview is conducted and the best candidates for the post are selected	Interview and Selection Committee	Committee members
5	Conduct technical and behavioral assessment tests within the Ministry or the federal entity and the specialized evaluation center (optional) according to the needs of the post (supervisory jobs)	HR Department	Employee in charge at the HR Department
6	Prepare an initial list including names of applicants for the job	HR Department	Employee in charge at the HR Department
7	Send the job offer to the candidate for the job. If he/she accepts it, he shall be requested to bring official documents.	HR Department	Employee in charge at the HR Department
8	Enter candidate data in the Itimad service	HR Department	Employee in charge at the HR Department
9	If approval on Itimad service is obtained, the necessary procedures shall be taken by the HR Department to issue the decision of appointment from the competent authority through Bayanati.	HR Department	Employee in charge at the HR Department
10	After the issuance of the appointment decision, the candidate will be contacted to determine the	HR Department	Employee in charge at the HR Department / Candidate

	date of commencement of employment and signing the employment contract		
11	Contact the concerned departments such as Administrative Services, Information Technology and employee's department to arrange the office of the new employee, including furniture and technical equipment such as telephone, computer and email	HR Department	Employee in charge at the HR Department
12	Once the new employee starts his job, he / she is required to sign a form of commencement notice and send it to the HR Department	HR Department/ relevant department	Employee in charge at the HR Department / line manager / employee
13	The financial procedure for the employee's salary is completed in the Bayanati system and sent to the General Authority for Pensions and Social Security for "citizens" through the Finance Department, Salary Section/ Unit	HR Department / Finance Department	Employee in charge at the HR Department / Employee in charge at the Finance Department
14	An induction program for the new employee will be prepared according to the New Employee Induction Guide.	HR Department/ relevant department	Employee in charge at the HR Department / line manager
15	Submit a new employee evaluation form during the probation period to the line manager and follow up to take the necessary action according to the evaluation results	HR Department/ relevant department	Employee in charge at the HR Department / line manager
16	Keep the supporting documents in the employee file	HR Department	Employee in charge at the HR Department

* Many of the previous steps will be put in place through the process of attraction, selection and electronic appointment in the next stage of Bayanati.

Note: If the candidate for the position is a male citizen and within the age group specified in the National Service and Reserve Law, he should have a national service card or submit a certificate indicating his position, in accordance with procedures adopted by the National Service and Reserve Authority.

2.2 Procedure flowchart
Attraction, selection and appointment

<p>HR Department</p>	<p>Start ↓</p> <p>Advertise vacancies through the available channels according to terms and conditions</p> <p>1.1 Relevant employee →</p>	<p>Receive and sort CVs of candidates and prepare an initial list to be submitted to the concerned department and the Interview and Selection Committee to select the final list of candidates</p> <p>1.2 Relevant employee ↓</p>
	<p>←</p> <p>After the issuance of the appointment decision, the candidate will be contacted to determine the date of commencement of employment and signing the employment contract</p> <p>1.10 Relevant employee ↓</p>	<p>↓</p> <p>If approval on Itimad service is obtained, the necessary procedures shall be taken by the HR Department to issue the decision of appointment from the competent authority through Bayanati.</p> <p>1.9 Relevant employee</p>
	<p>↓</p> <p>Contact the concerned departments such as Administrative Services, Information Technology and employee's department to arrange the office of the new employee, including furniture and technical equipment such as telephone, computer and email</p> <p>1.11 Relevant employee</p>	
<p>Interview and Selection Committee</p>	<p>↓</p>	
<p>HR Department/ relevant department</p>	<p>↓</p> <p>Once the new employee starts his job, he / she is required to sign a form of commencement notice and send it to the HR Department</p> <p>1.12 Employee in charge at the HR Department / Line manager/ employee</p>	
<p>HR Department/ Finance Department</p>	<p>↓</p> <p>The financial procedure for the employee's salary is completed in the Bayanati system and sent to the General Authority for Pensions and Social Security for "citizens" through the Finance Department, Salary Section/ Unit</p>	

	1.13 Employee in charge at the HR Department / Employee in charge at the Finance Department	
→	Schedule the interviews in coordination with the concerned administration and inform the candidates of the date and place of the scheduled interview 1.3 Relevant employee	The interview is conducted and the best candidates for the post are selected 1.4 Committee members
	Prepare an initial list including names of applicants for the job 1.6 Relevant employee	Conduct technical and behavioral assessment tests within the Ministry or the federal entity and the specialized evaluation center (optional) according to the needs of the post (supervisory jobs) 1.5 Relevant employee
	Send the job offer to the candidate for the job. If he/she accepts it, he shall be requested to bring official documents. 1.7 Relevant employee	Enter candidate data in the Itimad service 1.8 Relevant employee
	Submit a new employee evaluation form during the probation period to the line manager and follow up to take the necessary action according to the evaluation results 1.15 Employee in charge at the HR Department / line manager	An induction program for the new employee will be prepared according to the New Employee Induction Guide. 1.14 Employee in charge at the HR Department / line manager
	Keep supporting documents in employee's file 1.16 Relevant employee	End

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure

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- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
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3.1 Procedure and implementation mechanism

The following are the most important steps for the procedures required to manage the Masar program:

#	Procedure steps	Organizational unit	Responsibility
1	Setting the budget of the program by the Finance Department	Finance Department	Budget Section
2	Coordinate with sectors and departments and identify their needs	HR Department	Employee in charge at the HR Department
3	Approve the required number according to the budget and the needs of sectors and departments	HR Department	Employee in charge at the HR Department
4	Coordinate with universities, colleges and secondary schools to attract trainees according to qualifications and needs	HR Department	Employee in charge at the HR Department
5	Prepare a list of candidates for the program	HR Department	Employee in charge at the HR Department
6	Interview candidates for the program	HR Department	Employee in charge at the HR Department
7	Send an apology letter to candidates or educational institutions in case they fail to pass the interviews	HR Department	Employee in charge at the HR Department
8	Sign contracts with accepted candidates and notify the Finance Department of the number of accepted applicants	HR Department	Employee in charge at the HR Department
9	Follow up those who are sent in scholarships at their institutions periodically	HR Department	Employee in charge at the HR Department
10	Appoint those who are sent in scholarships in Ministries or entities after graduation according to their specialization and qualifications And their qualifications	HR Department	Director of the Department

**3.2 Procedure flowchart
Masar Program**

Finance Department	<p>Start ↓</p> <p>Setting the budget of the program by the Finance Department</p> <p>1.1 Budget Section →</p>	<p>Coordinate with sectors and departments and identify their needs</p> <p>1.2 Relevant employee ↓</p>
HR Department	<p>←</p> <p>Coordinate with universities, colleges and secondary schools to attract trainees according to qualifications and needs</p> <p>1.4 Relevant employee ↓</p>	<p>Approve the required number according to the budget and the needs of sectors and departments</p> <p>1.3 Relevant employee</p>
	<p>Prepare a list of candidates for the program</p> <p>1.5 Relevant employee →</p>	<p>Interview candidates for the program</p> <p>1.6 Relevant employee ↓</p>
	<p>Sign contracts with accepted candidates and notify the Finance Department of the number of accepted applicants</p> <p>1.8 Relevant employee ←</p>	<p>Send an apology letter to candidates or educational institutions in case they fail to pass the interviews.</p> <p>1.7 Relevant employee</p>
	<p>↓</p> <p>Follow up those who are sent in scholarships at their institutions periodically</p> <p>1.9 Relevant employee →</p>	<p>Appoint those who are sent in scholarships in Ministries or entities after graduation according to their specialization and qualifications And their qualifications</p> <p>1.9 Director of Department ↓</p>
		<p>End ↓</p>

Flowchart key:

- Horizontal path: Refers to relevant departments

- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.

Section Three

Policies and procedures of transfer, assignment and secondment

First: Introduction

Work interest sometimes requires the use of existing expertise within the Ministry or federal entity, so it is transferred, assigned or seconded either internally or externally as appropriate.

It should also be noted that transfer must be for the benefit of work, so that the employer must assess the interest of the work in terms of benefit or damage to the job from or to which the employee is transferred. This means that transfer must benefit the two jobs.

For example, an employee who does not progress in performance with training and development programs is transferred or if it is proven to the management that the continuation of the employee in the same job deprives a more efficient and competent employee of the job. In these cases and the like, the transfer is deemed to be for the benefit of the work. However, if the employer incurs high financial expenses or suffers from underperformance or disruption of regular work progress, or the like as a result of the transfer, in this case transfer is deemed to be detrimental to work interest.

This section will discuss the policies and procedures applicable in the management of internal and external transfer, assignment and secondment, and the applicable terms and conditions in accordance with the federal laws and regulations rendered in this respect.

Second: Objectives

- To clarify policies and procedures related to transfer, assignment and secondment, as appropriate, to be followed by those concerned in the HR Department, managers and all employees.
- Optimize the job system and provide it with skills and qualifications to achieve the efficiency of performance.
- Motivate employees to do more and prove themselves.
- Apply job rotation and take advantage of and develop the competent employees.
- Create a second line of leaders, especially in the case of internal transfers of higher-level jobs.
- Exchange competent employees between ministries and federal entities and strengthen the frameworks of cooperation between them.
- Help raise the level of satisfaction and job loyalty.

Third: Definitions

Transfer: Filling a vacancy with an employee who meets the conditions for filling the job to which he/she is transferred.

Transfer is divided into two types:

- a. Internal transfer: Transfer of an employee from one job to another with the same employer.
- b. External transfer: Transfer of an employee from the position he holds to another job outside the workplace.

Assignment: Is the temporary assignment of an employee to do another job. Assignment is the easiest way to fill public positions, and is a quick mechanism for the Department to fill vacancies, because it does not require lengthy procedures such as appointment, transfer or promotion. So, the legislator intended to make assignment a temporary way to fill posts, so that during this period the Department can take the necessary action to fill the post permanently.

Assignments are divided into two types:

- a. Total or full-time assignment: The employee is assigned from one job to another, and his/her duties are determined only to perform the job he/she is assigned to.
- b. Partial assignment, or in addition to original job: It is the assignment of the employee to perform the duties of another vacancy or sit in for the person who holds this job, in addition to the burdens of his/her original job, thus performing his original and assigned jobs.

Secondment: The employee is temporarily placed outside his original job while his employment relationship remains in place, provided that the host entity bears his salary as a general rule.

Fourth: Policy

- a. Legal reference (related articles):
 - Policies and procedures in this section are related to the Human Resources Law in the Federal Government No. 11 of 2008 as amended and its Implementing Regulations, as indicated herein below:

Legal reference	Related articles
Human Resources Law in the Federal Government No. 11 of 2008	Transfer (Articles 23-25) Assignment (Articles 26-28) Secondment (Article 29)
Implementing Regulations of the Human Resources Law in the Federal Government	Transfer (Articles 33-34) Assignment (Articles 35-37) Secondment (Articles 38-39)

b. Terms and Conditions (General Provisions)

First: Transfer

The employee may be transferred from his job to any other vacancy, whether within the Ministry or the federal entity or to another Ministry or federal or local entity, provided that the employee's salary and grade are not affected except for the bonuses and allowances associated with the job, according to the following terms and conditions:

1. The transferred employee shall meet the conditions for filling the job to which he/she is transferred.
2. The transfer shall not lead to a delay in the transferred employee's seniority, and his/her service shall be deemed to be continuous for the purpose of any effects resulting therefrom.
3. The transferred employee shall keep his dues and annual leave balance at employer from which he transferred.
4. The Ministry or the federal entity to which the employee is transferred shall bear all the costs and fees that may be incurred for the transfer, including any differences in the installments of the pension programs in force with the General Authority for Pensions and Social Security.
5. The transfer of the employee outside the Ministry or the federal entity shall be with the consent of the original employer and the transferee entity.
6. The employee may be transferred to a job suitable for his/her medical condition, based on the report of the Medical Committee, and in accordance with the transfer rules prescribed in these Regulations.
7. The seconded employee may not be transferred during the secondment period.
8. The employee may be transferred to a higher vacancy at the transferee entity provided that he/she meets the conditions thereof in accordance with the provisions of the Law, the Regulation and the system of job evaluation and description and in line with the provisions of promotion.
9. The employee may not be transferred outside the Ministry or the federal entity during the probation period.
10. The employee may be transferred to a Ministry or other federal entity with his/her job grade and financial benefits. In case the employee is transferred during the financial year, the salary and financial benefits of the employee will continue to be paid from the transferor entity until the end of the financial year, provided that his/her financial benefits shall be credited to the transferee entity and deducted from the transferor entity in the budget of the following fiscal year after the transfer.
11. The HR Department should obtain the necessary approvals before the transfer decision is issued by the competent authority and the subsequent procedures.

* In all cases, an employee's transfer shall not be in prejudice to his/her vested rights.

Authority of transfer:

Powers of transfer shall be as follows:

1. The positions of the Undersecretary of the Ministry and the Assistant Undersecretary by a decision of the Minister in case of transfer within the Ministry or the federal entity, and by a decision of the appointment authority in case of transfer outside the Ministry.
2. The rest of the positions by a decision of the competent Minister or his delegate in case of transfer within the Ministry or the federal entity, and with the consent of both Ministers in case of transfer to any other Ministry.

Second: Assignment

Upon a decision by the Minister or his authorized representative, an employee may be assigned within or outside the Ministry or the federal entity for the performance of the duties of a vacancy or to sit in for the person who holds the position in accordance with the following conditions:

1. The employee must have the qualifications, experience and skills necessary to carry out the tasks and duties of the assigned position.
2. The employee may not be assigned to more than one post in addition to his original job.
3. Assignment shall be in addition to his/her original job or on a full-time basis (i.e. to carry out only the duties of the assigned job).
4. The period of assignment shall not exceed six months and may be extended.
5. The job he/she is assigned to shall be equivalent to the grade of the assigned employee or above with maximum of two degrees.
6. An employee may not be assigned during the probation period.
7. An employee may not be assigned to a higher position if he/she has obtained a performance assessment level "in need of improvement" for the previous year in accordance with the performance management system.
8. The assigned employee shall be subject to all rules applicable at the host entity, except for the periodic bonus, promotion and termination of service.
9. During or after the expiration of the period of assignment, the employee may be transferred or promoted to the post he/she was assigned in accordance with the provisions of the transfer mentioned in Chapter IV and the promotion provisions provided in Chapter VI of the Implementing Regulations.
10. The employee may be terminated at any time before the end of his/her term.
11. Imposing penalties for violations committed by the assigned employee outside the Ministry or the federal entity shall be the responsibility of the host entity if the assignment is on a full-time basis and in accordance with the procedures and administrative penalties in force.

12. The HR Department should obtain the necessary approvals before the assignment decision is issued by competent authority and the subsequent procedures.

Authority of assignment:

The powers of assignment shall be granted by a decision of the Minister or his delegate.

Assignment allowance:

The employee from shall be entitled to a salary allowance from the host entity as of the date of commencing the duties of assignment, an assignment allowance at a rate of 25% of the starting basic salary of the job he/she is assigned to, provided that:

1. Assignment should be in addition to the duties of the original job.
2. The period of assignment should be more than two months.

Third: Secondment

By a decision of the Minister, the employee may be seconded to any Ministry, federal or local entity and by a decision of the Cabinet to any Arab, foreign or regional bodies and organizations, in accordance with the following provisions and regulations:

1. The approval of the competent authority at both the original employer and the host entity.
2. The employee's written consent to the secondment and to each extension.
3. The secondment shall be within the State to a Ministry or a federal or local entity for a period not exceeding one year, after which the employee shall be returned to his/her employer or transferred to the host entity in accordance with the provisions prescribed for the transfer.
4. Secondment from the State to any Arab, foreign or regional bodies and organizations, shall be for a period not exceeding one year, and can be extended.
5. The Ministry and the federal entity shall have the right to fill the job that became vacant due to secondment within or outside the State. Upon return, the employee shall be returned to a job specified by the original employer, without prejudice to his/her grade or gross salary.
6. The secondment period shall be added up to the pension or retirement benefit calculations.
7. During the term of the secondment, the seconded employee shall be subject to the policies and procedures in force at the host entity except for the termination of service, as this shall be subject to his/her original employer's powers.
8. The employee may not be seconded during the probation period.

9. Imposing penalties for violations committed by the seconded employee shall be within the authority of the host entity in accordance with the procedures and administrative penalties in force, provided that his/her original employer is notified of the offense committed and the administrative penalties imposed.

10. The performance of the seconded employee shall be evaluated in coordination with the host entity, in accordance with the Federal Government Employees Performance Management System.

11. The seconded employee may be promoted at his/her original workplace during the secondment period, in accordance with the procedures of his/her original employer. In all cases, the seconded employee is not entitled to any leave from his/her original work.

12. The HR Department should obtain the necessary approvals before the secondment decision is issued by the competent authority and the subsequent procedures.

13. By a decision of the Minister, employees of the following entities may be borrowed:

- Local governments for a period of not more than one year, extendable to one more year, provided that the original employer shall pay all his salaries and dues.
- Arab and foreign governments, or Arab or foreign or regional bodies or organizations, for a period of not more than one year, extendable for one more year, provided that the host entity shall pay the full salary and dues of the employee. Otherwise, coordination shall be made with the Ministry of Finance if the Ministry pays any salaries, expenses or financial costs.

• **Salaries, allowances and benefits:**

- If the secondment is within the State, the seconded employee shall receive his/her total salary, leave and other dues from the host entity, from the date of the secondment until the date of expiry.

- If the secondment is outside the country to regional or international entities, the seconded employee is entitled to his total salary from his original employer, in addition to any amounts, benefits or allowances received from the host entity. The Cabinet may also grant the employee additional benefits if circumstances so require. The employee shall be entitled to his/her leave from the host entity.

• **Expiry of secondment**

Secondment shall come to an end in the following cases:

- Expiry of the secondment period or extension.
- At the written request of the employee and the consent of both parties.
- At the request of the lawfully competent authority at the original employer or the host entity.

The party wishing to terminate the secondment must also serve to the other party a written notice at least two months before the date of termination of secondment.

The seconded employee must return to his/her job within the following periods:

- If the secondment is within the country, the return shall be within (5) working days from the date of the end of the secondment.
- If the secondment is outside the country, the return shall be within one month from the date of the end of the secondment.

For more details on the relevant terms, conditions and controls, please visit the official website of FAHR for the Human Resources Law of the Federal Government No. (11) of 2008 as amended and its Implementing Regulations.

1.1 Procedures and implementation mechanism

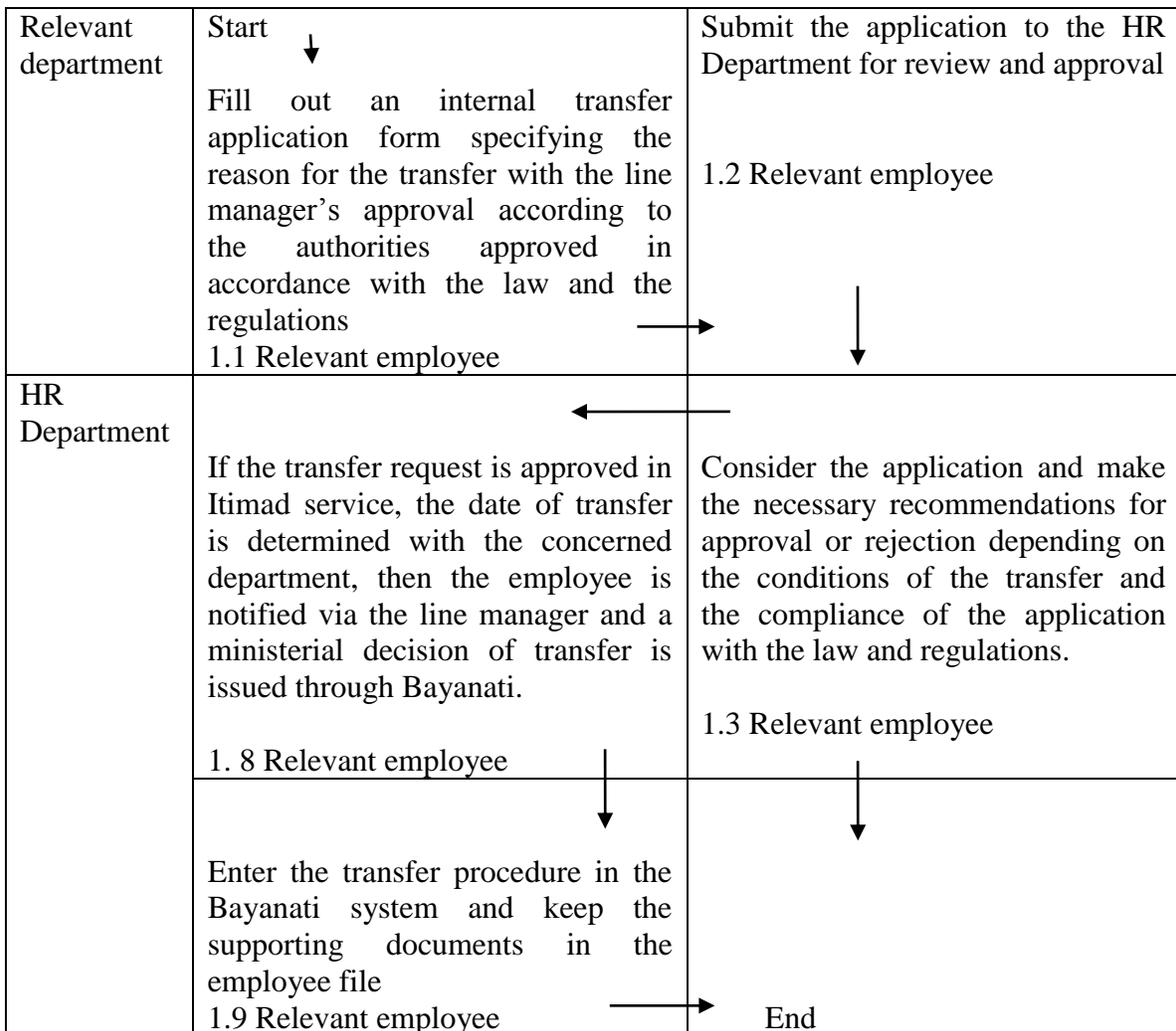
The following are the most important steps for the procedures required to manage the internal transfer process:

#	Procedure steps	Organizational unit	Responsibility
1	Fill out an internal transfer application form specifying the reason for the transfer with the line manager's approval according to the authorities approved in accordance with the law and the regulations	Relevant department	Relevant employee
2	Submit the application to the HR Department for review and approval.	HR Department	Employee in charge at the HR Department
3	Consider the application and make the necessary recommendations for approval or rejection depending on the conditions of the transfer and the compliance of the application with the law and regulations.	HR Department	Employee in charge at the HR Department
4	Transfer the application to the concerned department to which the employee will be transferred to approve the transfer	HR Department	Employee in charge at the HR Department
5	If the application is rejected, it shall be returned with the reasons for the rejection	HR Department	Employee in charge at the HR Department
6	If the request is approved, it will be entered into Itimad service	HR Department	Employee in charge at the HR Department
7	If the request is rejected in Itimad service, the issue will be closed	HR Department	Employee in charge at the HR Department
8	If the transfer request is approved in Itimad service, the date of transfer is determined with the concerned	HR Department	Employee in charge at the HR Department

	department, then the employee is notified via the line manager and a ministerial decision of transfer is issued through Bayanati.		
9	Enter the transfer procedure in the Bayanati system and keep the supporting documents in the employee file	HR Department	Employee in charge at the HR Department

1.2 Procedure flowchart

Internal transfer:



<p>Transfer the application to the concerned department to which the employee will be transferred to approve the transfer</p> <p>1.4 Relevant employee (Yes)</p>	<p>If the application is rejected, it shall be returned with the reasons for the rejection</p> <p>1.5 Relevant employee</p>
<p>If the request is rejected in Itimad service, the issue will be closed</p> <p>1.7 Relevant employee</p>	<p>If the request is approved, it will be entered into Itimad service</p> <p>1.6 Relevant employee (No)</p>

Flowchart key:

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- Green color indicates that the procedure is made through Bayanati system.

2.1 Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage the external transfer process:

#	Procedure steps	Organizational unit	Responsibility
1	Receipt of the letter of the "external transfer request" approved by the Minister or his delegate from the requesting party (the entity requesting the transfer) specifying the reason for the transfer	Relevant external body	The Minister or his delegate
2	Forwarding the letter of "external transfer request" to the concerned department through HR Department for review and giving opinion.	HR Department	Employee in charge at the HR Department
3	Consider the application and make the necessary recommendations (with or without approval) based on the terms of the transfer and the compliance of the application with the law and regulations	HR Department / relevant department	Employee in charge at the HR Department/ relevant employee at the department
4	In the case of the request is rejected by the relevant department, the HR Department shall inform the requesting entity of the refusal through the Minister or his authorized representative	HR Department	HR Department Director
5	If approved, the application will be entered into the Itimad service and a position stating the employee's details to the transferee entity shall be created	HR Department	Employee in charge at the HR Department
6	If the request is rejected in the Itimad service, the issue will be closed	HR Department	Employee in charge at the HR Department
7	If the transfer request is approved in the service of approval, the applicant shall be notified and the decision to transfer the employee from the competent authority to the current employer	HR Department	Employee in charge at the HR Department
8	Based on the decision of transfer, a decision shall be made to appoint the employee in the transferee. The financial procedure shall be carried	HR Department	Employee in charge at the HR Department

	out and sent to the Finance Department (Payroll Section, taking into account the necessary financial procedures in case of transferring the employee with the grade and financial benefits).		
9	A copy of the employee's file is sent from the current employer to the transferee entity	HR Department	Employee in charge at the HR Department
10	Send a copy of the decision of the external transfer and the financial procedure and supporting documents to the General Authority for Pensions and Social Security	HR Department	Employee in charge at the HR Department
11	Enter the external transfer procedure in Bayanati system and keep the supporting documents in the employee file	HR Department	Employee in charge at the HR Department

2.2 Procedure flowchart

External transfer

Relevant external entity	<p>Start</p> <p>Receipt of the letter of the "external transfer request" approved by the Minister or his delegate from the requesting party (the entity requesting the transfer) specifying the reason for the transfer</p> <p>1.1 Minister or his delegate</p>	
Relevant Department/HR Department	<p>Consider the application and make the necessary recommendations (with or without approval) based on the terms of the transfer and the compliance of the application with the law and regulations</p> <p>1.3 Employee in charge at HR Department/ Relevant department employee</p>	
HR Department	<p>Forwarding the letter of "external transfer request" to the concerned department through HR Department for review and giving opinion</p> <p>1.2 Relevant employee</p>	<p>In the case of the request is rejected by the relevant department, the HR Department shall inform the requesting entity of the refusal through the Minister or his authorized representative</p> <p>1.4 Director of department</p>
	<p>If the transfer request is approved in the service of approval, the applicant shall be notified and the decision to transfer the employee from the competent authority to the current employer</p> <p>1.7 Relevant employee</p>	
	<p>Enter the external transfer procedure in Bayanati system and keep the supporting documents in the employee file</p> <p>1.11 Employee in charge at the external entity</p>	<p>Send a copy of the decision of the external transfer and the financial procedure and supporting documents to the General Authority for Pensions and Social Security</p> <p>1.10 Employee in charge at the external entity</p>
	<p>End</p> <p>If approved, the application will be entered into the Itimad service and a position stating the employee's details to the transferee entity shall be created</p> <p>1.5 Relevant employee</p>	<p>If the request is rejected in the Itimad service, the issue will be closed</p> <p>1.6 Relevant employee</p>
	<p>Based on the decision of transfer, a decision shall be made to appoint the employee in the transferee. The financial procedure shall be carried out and sent to the Finance Department (Payroll Section, taking into account the necessary financial</p>	<p>A copy of the employee's file is sent from the current employer to the transferee entity</p> <p>1.9 Relevant employee</p>

	procedures in case of transferring the employee with the grade and financial benefits). 1.8 Relevant employee	
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Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.

Green color indicates that the procedure is made through Bayanati system

3.1 Procedure and implementation mechanism

The following are the most important steps for the procedures required to manage assignment process:

#	Procedure steps	Organizational unit	Responsibility
1	The Director of HR Department nominates a number of those who meet the conditions of assignment to fill a senior management vacancy	HR Department	HR Department Director
2	Names of candidates are considered and the most suitable are selected	Senior Management	Senior Management
3	The procedure is entered in the Itimad service	HR Department	Employee in charge at the HR Department
4	If approval is obtained in Itimad, a ministerial decision is issued for assignment	HR Department	Employee in charge at the HR Department
5	The assignment procedure is entered into Bayanati system and a copy of the assignment decision is sent with the supporting documents to the Finance Department, Payroll Section/Unit. The employee then receives a written notice of the assignment decision. The supporting documents are kept in the employee's file.	HR Department	Employee in charge at the HR Department

3.2 Procedure flowchart

Assignment

HR Department	<p>Start ↓</p> <p>The Director of HR Department nominates a number of those who meet the conditions of assignment to fill a senior management vacancy</p> <p>1.1 Director of the Department</p>	<p>Names of candidates are considered and the most suitable are selected</p> <p>1.2 Senior Management ↓</p>
		<p>The procedure is entered in the Itimad service</p> <p>1.3 Relevant employee ↓</p>
		<p>If approval is obtained in Itimad, a ministerial decision is issued for assignment</p> <p>1.4 Relevant employee ↓</p>
		<p>The assignment procedure is entered into Bayanati system and a copy of the assignment decision is sent with the supporting documents to the Finance Department, Payroll Section/Unit. The employee then receives a written notice of the assignment decision. The supporting documents are kept in the employee's file.</p> <p>1.5 Relevant employee ↓</p> <p>End</p>

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

4.1 Procedure and implementation mechanism

The following are the most important steps to manage the secondment process:

#	Procedure steps	Organizational unit	Responsibility
1	Submit letter of an employee secondment request to the HR Department with clarification of the need for secondment	Relevant department	Director of the relevant department
2	Consider the application, ensuring that it complies with the law and regulations; nominate the appropriate employee, determine the expected date of return and arrange a substitute if necessary	HR Department	Employee in charge at the HR Department
3	Notify the candidate's line manager of the secondment application	HR Department	Employee in charge at the HR Department
4	If the request is rejected it can be returned after giving the reason thereof	HR Department	Employee in charge at the HR Department
5	If the request is approved, the request is entered into the Itimad service	HR Department	Employee in charge at the HR Department
6	If the request is rejected in the Itimad service, the issue is closed	HR Department	Employee in charge at the HR Department
7	If the secondment application is approved in Itimad service, coordination is made to issue a ministerial decision for secondment in accordance with the provisions of the law and the regulations	HR Department	Employee in charge at the HR Department
8	The seconded employee shall be notified of the secondment decision through his/her line manager and the secondment applicant entity in writing	HR Department	Employee in charge at the HR Department
9	A copy of the of the secondment decision will be sent with supporting documents to the Finance Department, Salary Section	HR Department	Employee in charge at the HR Department
10	The secondment procedure is entered into Bayanati system and the supporting documents are kept in the employee's file	HR Department	Employee in charge at the HR Department

4.2 Procedure flowchart

Secondment

Relevant department	<p>Start</p> <p>Submit letter of an employee secondment request to the HR Department with clarification of the need for secondment</p> <p>1.1 Director of department</p>	
HR Department	<p>Consider the application, ensuring that it complies with the law and regulations; nominate the appropriate employee, determine the expected date of return and arrange a substitute if necessary</p> <p>1.2 Relevant employee</p>	<p>Notify the candidate's line manager of the secondment application</p> <p>1.3 Relevant employee</p>
	<p>A copy of the of the secondment decision will be sent with supporting documents to the Finance Department, Salary Section</p> <p>1.9 Relevant employee</p>	<p>The seconded employee shall be notified of the secondment decision through his/her line manager and the secondment applicant entity in writing</p> <p>1.8 Relevant employee</p>
	<p>The secondment procedure is entered into Bayanati system and the supporting documents are kept in the employee's file</p> <p>1.10 Relevant employee</p>	<p>End</p>
	<p>If the request is rejected it can be returned after giving the reason thereof</p> <p>1.4 Relevant employee</p>	<p>If the request is rejected in the Itimad service, the issue is closed</p> <p>1.6 Relevant employee</p>
	<p>If the request is approved, the request is entered into the Itimad service</p> <p>1.5 Relevant employee</p>	<p>If the secondment application is approved in Itimad service, coordination is made to issue a ministerial decision for secondment in accordance with the provisions of the law and the regulations</p> <p>1.7 Relevant employee</p>

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

5.1 Procedure and implementation mechanism

The following are the most important steps for the procedures required to manage the borrowing process:

#	Procedure steps	Organizational unit	Responsibility
1	Prepare an "employee borrowing request" memorandum explaining the need for borrowing to the HR Department	Relevant department	Director of the relevant department
2	Consider the application and how it meets the need and prepare official correspondence	HR Department	HR Department Director
3	If the employee borrowing request is accepted, a letter is sent by the relevant Minister to the employee's employer	HR Department	HR Department Director
4	Receive a response from the employee's employer: if approval is made, necessary procedures of borrowing will be taken, by issuing a decision of the Minister, taking into account that the employee's salary shall be on the employee's employer. Otherwise, coordination will be made with the Ministry of Finance if borrowing is made from local or governments or foreign or international bodies.	HR Department	HR Department Director
5	Coordination is made with the relevant department to hold the induction program as required	HR Department	Employee in charge at the HR Department

5.2 Procedure flowchart

Borrowing

Relevant department	Prepare an "employee borrowing request" memorandum explaining the need for borrowing to the HR Department 1.1 Director of department	
HR Department	Consider the application and how it meets the need and prepare official correspondence 1.2 Director of department	Coordination is made with the relevant department to hold the induction program as required 1.5 Relevant employee
	Receive a response from the employee's employer: if approval is made, necessary procedures of borrowing will be taken, by issuing a decision of the Minister, taking into account that the employee's salary shall be on the employee's employer. Otherwise, coordination will be made with the Ministry of Finance if borrowing is made from local or governments or foreign or international bodies 1.4 Director of department	
Senior management	If the employee borrowing request is accepted, a letter is sent by the relevant Minister to the employee's employer 1.3 HR Department Director	

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.

Section Four

Policies and procedures of salary, bonuses, allowances and promotions management

First: Introduction

Salaries and various compensations such as bonuses and allowances ancillary thereto are among the most basic rights of the employee of the Ministry or the federal entity. They are also one of the most important obligations of the employer towards the employee, and one of the most significant reasons that contribute to raising job satisfaction once observed as per uniform and clear legal frameworks.

Promotions that are granted to the employee by the employer, whether financial, job-related or exceptional, aim to reward the diligent employee for his/her outstanding performance.

This section will discuss the policies and procedures applicable in the management of salaries, bonuses, allowances and promotions, and applicable terms and conditions, in accordance with the federal laws and regulations issued in this regard, in addition to the procedures and mechanisms to implement the management of salaries, bonuses, allowances and promotions.

Second: Objectives

- Clarify policies and procedures related to the management of salaries, bonuses, allowances and promotions, and duly document them, to be followed by those concerned in the HR Department, managers and all employees.
- Achieve justice and equality for all employees working in ministries and federal agencies.
- Provide the best services to employees and raise the level of satisfaction and job loyalty.

Third: Definitions

Basic salary: The starting salary due for the job grade and any further increments.

Gross salary: The basic salary plus the employee's benefits and allowances.

Promotion: One of the methods of filling public office, and through promotion a vacancy is filled by an employee who holds a lower position at the same entity.

Fourth: Policies

a. Legal reference (related articles)

- The policies and procedures in this section are related to the Human Resources Law in the Federal Government No. (11) of 2008, as amended and its Implementing Regulations, as indicated herein below:

Legal reference	Related articles
Human Resources Law in the Federal Government No. 11 of 2008 as amended	Schedule of Grades and Payroll (Articles 20-21) Bonuses (Articles 36-40) Promotions (Articles 33-35) Other benefits (Articles 33-35)
Implementing Regulations of the Human Resources Law in the Federal Government	Schedule of Grades and Payroll (Articles 25-27) Bonuses (Articles 28-29, 30-32) Promotions (Articles 42-46) Other benefits (Article 41)
Cabinet resolutions related to allowances, bonuses and payrolls in the federal government	

b. Terms and Conditions (General Provisions)

First: Bonuses

The legislator has enacted several bonuses, both in the Human Resources Law and its Implementing Regulations, or in Cabinet Resolutions, including the following:

1. Periodic bonus:

- The periodic bonus is the amount specified in the federal government payroll, added to the employee's salary on a periodic basis based on the performance management system, as long as it is not denied on legal grounds or the employee has not reached the end salary of his/her job grade (for non-citizens).
- The annual bonus shall be payable to the employee, and added to his/her basic salary, is based on the employee's performance appraisal according to the performance management system. It becomes due on the first of January or the first of July at least one year from the date of appointment in accordance with the performance management system.

Conditions for the periodic bonus entitlement:

1. Elapse of one year from the date of employee's appointment.
2. The employee has a performance evaluation of "meeting the expectations and above", taking into consideration that the amount of the periodic bonus shall be according to the Schedule of Grades and Payroll and the job grade.

2. Technical bonus for Emirati engineers and technicians:

This bonus is granted to citizens who hold engineering, technical and agricultural jobs, and is paid on a monthly basis, according to the percentages specified in the following table:

Category eligible for bonus	Percentage	Value
- Holders of engineering jobs in all disciplines and holders of university qualifications, including computer engineering and agricultural engineering. - Holders of jobs requiring university degree or equivalent in the field of computer, e-commerce or geology.	50% of the basic salary	AED 5000 maximum
Holders of engineering jobs in aided engineering field, computers, and agricultural guides who are holders of post-secondary diplomas.	30% of the basic salary	AED 2500 maximum

Conditions for granting technical bonus:

- The employee should have a university degree or equivalent, or post-secondary diploma or equivalent, in the field of specialization, to fill the jobs described in the table above.
- To perform engineering, technical, agricultural or assistant agricultural work at the entity in which he/she works, and such bonus shall continue to be paid in the event of assuming a supervisory position.
- He should not be an Undersecretary or Assistant Undersecretary.

The technical bonus for citizens working in the field of computer, including general secondary certificate holders who have already been paid the bonus based on the

approval of the Technical Committee in charge of job titles, in the field of computer at the General Information Authority in the past period and on the same previous rules.

The technical bonus for non-citizens in the field of computers, which have already been paid to them, will continue to be disbursed under the same rules.

Adding new jobs for technical bonus entitlement:

First: The mechanism of adding new jobs for technical bonus entitlement

FAHR is authorized to classify and determine the jobs for which technical bonus is disbursed, in coordination with the ministries and federal entities.

Second: The mechanism of identifying and classifying new jobs for which the technical bonus is paid

1. The Ministry or the federal entity that deems it necessary to add new jobs to those eligible for a technical bonus should submit a case study to FAHR on the proposed jobs to be added to those eligible for the technical bonus, including the following:

- a) Job descriptions of each proposed job.
- b) Identify the importance of the job compared to similar jobs at the same level in other departments and sections.
- c) A comparison of salaries and wages in the labor market for jobs that are to be classified as technical.
- d) Provide a scenario of the expected cost with an indication of the estimated number of employees in those jobs in the concerned entity and other federal entities with the same type of jobs.
- e) Provide a statement on the competitive entities that attract the competent personnel that work in the same jobs for which technical bonus is required, supported by statistics.
- f) Job rotation and the time required to attract the incumbents of the target posts, supported by statistics.

2. After preparing the study referred to above, the Ministry or the concerned federal entity shall contact FAHR in this regard, together with the file of the study, for examination before being referred to the Joint Committee between FAHR and the Ministry of Finance.

3. If FAHR finds that the file meets the terms of the study, then the Director of the HR Department in the concerned entity shall be notified that the case has been referred to the Joint Committee of FAHR and the Ministry of Finance.

4. The Joint Committee shall make its recommendations in this regard to FAHR for approval.

3. Social Allowance (for citizens):

Every Emirati employee shall be entitled to social allowance from the date of his/her appointment in accordance with the categories set forth in the table below, as follows:

Job grade	Value in AED
Undersecretary / Director General	500
Assistant Undersecretary/ Executive Director	500
Special grade (A/B)	500
First and second grades	700
Third to sixth grade	800
Seventh to fourteenth grade	1000

4. Child benefit:

The payment of the children's benefit shall be limited to citizens in accordance with the provisions applicable in this respect. The following are the executive and legal procedures for the payment of this benefit:

Legal reference governing the disbursement of child benefit:

Cabinet Resolution No. (6) of 1981, concerning the system of social benefit for children of employees as amended.

Amount of child benefit:

- The Emirati employee is entitled to a monthly salary of AED (600) for each child.
- The Emirati employee is entitled to a child benefit for all his children without maximum number of children.

Child benefit shall be suspended in the following cases:

1. Males when they reach the age of twenty four.
2. Females from the date of their marriage, and this benefit is resumed once they are divorced or widowed.
3. Males who depend on themselves even if they are less than twenty four years of age.
4. As an exception of the foregoing, this benefit shall be paid to the incapacitated male, and shall be confirmed by a decision of the competent medical committee.

General provisions on granting child benefit:

1. A female Emirati employee whose husband is deceased may be granted child benefit for her dependent children who are also children of that deceased husband.
2. A married female employee whose husband is incapacitated may be granted child benefit for her dependent children who are also children of that incapacitated husband as determined by the competent medical authority's decision.
3. A married female employee whose husband is jobless may be granted child benefit for her children from this marriage, provided that the case of the husband's joblessness is proved by a declaration submitted by the employee stating that the husband is jobless.
4. Relation to children shall be evidenced by a birth certificate or official certificate extracted from the birth records or a passport.
5. The HR Department is committed to alerting citizens annually to the need to fill out the application for approval of the social status, accompanied by copies of marriage certificates or employment of children, even if they have not reached the age of 24 years.
6. Any employee who submits incorrect data shall be penalized by disciplinary action and any unlawful gains he/she receives shall be reimbursed without prejudice to criminal Responsibility.

7. Master's degree and Ph.D. benefit:

Emirati employee shall be entitled to a monthly benefit for each of the master's degree and doctorate or equivalent in accordance with the following:

Academic degree	Value in AED
Master's degree	AED 1000
Doctorate	AED 2000

Conditions for granting of the Master's degree and Ph.D. benefit:

1. The degree should conform to the nature of the employee's work.
- 2- Academic degrees should pass through equivalency procedures at the Ministry of Higher Education and Scientific Research if they are issued from outside the country.
3. The benefit shall be granted from the date of applying for the same and after passing through equivalency procedures at the competent authorities. If the date of equivalency is later than the date of the request, benefit shall be paid from the date of equivalency after application date.
4. In the event that the employee has the two degrees (Master's or Doctorate) in this case, the employee shall be granted the higher value.

5. This benefit shall be granted to those entitled to it even if having this degree is part of the job requirements.

6. Cost of living benefit:

This benefit shall be paid on a monthly basis to all incumbent employees of the federal government according to the following:

Percentage	Value in AED
20% of the basic salary	200 minimum 500 maximum

Second: Allowances

The types of allowances for employees working in the federal government vary according to the different purpose of each. The following are the most important:

1. Assignment allowance:

The employee who assumes the duties of another job in addition to his/her original work shall be granted, after the approval of the competent Minister or his delegate, whether inside or outside the Ministry or the federal entity, an assignment allowance as follows:

Grade	Percentage
All job grades	25% of the starting basic salary of the grade to which the employee is assigned

Terms of granting the allowance:

- a. Assignment should be in addition to his/her original job duties, given that assignment is a temporary means of performing the duties of the job he/she is assigned to.
- b. The period of assignment is more than two months (ie, assignment allowance is paid from the date of assignment).
- c. Allowance shall not be paid if assignment is full-time.

2. Allowance for external official mission:

The employee on official mission “abroad” shall be granted in addition to his/her monthly gross salary, an allowance for each day or part of a day he/she spends in this mission. This allowance includes expenses for accommodation, food, petty expenses and transportation expenses, according to the following schedule:

Job and grade of the employee on a mission	Status of the employee on a mission	Head of a mission		Member of mission or individual on a mission		
		Eligibility	Hospitality		Hospitality	
			Without	Full	Without	Full
Undersecretary or assistant undersecretary and the like	Travel allowance	3000	1500	3000	1500	
	Allowance for head of a mission	1050	525			
	Total	4050	2025	3000	1500	
Special grade employees to the second grade and those at their level	Travel allowance	2500	1250	2500	1250	
	Allowance for head of a mission	750	375			
	Total	3250	1625	2500	1250	
Third grade employees and above	Travel allowance	2000	1000	2000	1000	
	Allowance for head of a mission	500	250			
	Total	2500	1250	2000	1000	

The allowances shown in the above schedule shall be increased to "Heads of Missions" who are assigned with official duties and to represent the State abroad according to the following:

- a. 35% if the head of the mission (Undersecretary / Assistant Undersecretary / or at their level)
- b. 30% if the head of the mission is one of the employees of the special grade or at their level.
- c. 25% if the head of the mission is not from the above categories, as explained in the schedule above.

The employee is entitled to 50% of the allowance shown in the schedule if the employee is in full hospitality in the country he/she is sent to.

3. Allowance for courses and training programs abroad:

The employee sent to an overseas training course or program shall be entitled to the allowances shown in the following schedule and shall be entitled to (50%) of the allowances if he/she is in full hospitality of the training provider.

Job and grade of the dispatched employee	Hospitality	
	Without	Full
Undersecretaries and assistant undersecretaries and the like	3000	1500
Special grade employees to the third grade and those at their level	2500	1250
Third grade employees and below	2000	1000

Expenses of employees dispatched abroad:

1. The employee dispatched to an "out-of-state" training course or program shall be deemed to be in full hospitality, if the training provider accommodation allowance or expenses, and food and transportation allowance.
2. If, during the course or training program, training provider does not provide any of the expenses referred to in paragraph (1) above, the employee shall be deemed to be on incomplete hospitality, and then the employer shall be entitled to full travel allowance for each day. For payment purposes, part of a day shall be deemed to be one full day.
3. The Ministry and the federal entity shall bear the accommodation and living expenses of the employee dispatched to a course or training program within the State, in addition to his/her gross monthly salary, provided that the training facility is more than 100 km away from his/her workplace or the training course is held for more than one day.

4. Furniture allowance:

Furniture allowance for employees of the federal government shall be paid as follows:

- a) For undersecretaries and assistant undersecretaries: at the rate of AED (3000) per month.
- b) For citizens holding special grades (A) at a rate of AED (1500) per month, and (B) at the rate of AED (1000) per month.
- c) For non-citizens with full-time employment contracts: Category (A) equivalent to a basic salary of up to nine months for a maximum of (AED 30,000) per married person and equivalent to a basic salary of seven months for a maximum of (AED25,000) for a single employee. Furniture allowance is paid only once throughout the employee's service.

5. Schooling allowance:

A non-citizen employee shall be paid a schooling allowance for his children enrolled in schools operating in the State, in accordance with the value and conditions specified in the employment contract and up to two children, from the primary stage up to the age of 18, provided that they residents in the State with the employee and subject to providing the proof thereof.

6. Housing allowance:

Federal government employees of all classes who do not have government housing are granted housing allowance according to the following rules:

First: The legal rules governing granting housing allowance:

- a. Citizens: The housing allowance is paid to Emirati employees in accordance with the provisions of Cabinet Resolution No. (16) of 1976 as amended – Cabinet Resolution No. (45) of 2006 on the employees of special grades A and B in accordance with the terms and conditions set forth therein.
- b. Non-citizens: The housing allowance is paid to non-citizens in accordance with the provisions of Cabinet Resolution No. 17 of 1976 as amended.

The housing allowance is granted to employees at 40% of the basic salary for single persons up to a maximum of AED 1500 and 60% of the basic salary of the married person up to a maximum of AED 2000.

Second: Cases eligible for housing allowance:

- a. Since the law determines the rates of housing allowance for single and married persons, so it is necessary to determine the social status of the employees entitled to the housing allowance, and identify whether they are single or married, and this is confirmed by the duly authenticated original marriage contract.
- b. Since it is not possible to duplicate this allowance for a husband and wife working for the federal government or a local government or companies or public institutions in which the federal government contributes, one of the spouses should be selected as eligible for the housing allowance provided that it is granted to the spouse with the higher basic salary.
- c. Also, this allowance may not be granted to the husband or wife in the event that one of them receives free government housing. Therefore, all details about the spouses must be presented in the case one of them is granted the allowance and to identify who is eligible thereto.

d. If the two spouses are serving in the federal government, and their respective workplaces are 100 kilometers or more apart, the housing allowance shall be granted to each of them but at the rate of 40% of the basic salary.

e. A widow or divorced female employee shall be treated the same way as the single employee, but if she has a dependent child, she shall be treated as a married employee.

Third: Required documents to be granted housing allowance:

- A marriage contract, divorce certificate or death certificate for a spouse, dependency order or duly certified medical certificate stating that the husband is unable to earn.
- Each employee is obliged to submit an annual declaration of his or her social status in January every year, as well as within thirty days of any change in his / her social status, accompanied by the supporting documents to substantiate this change.
- Every male or female employee is obliged to submit a certificate from the other's employer when he/she asks for a housing allowance or tries to modify it, indicating whether he/she is receiving free public housing or a housing allowance.

Third: Promotions

Staff promotion follows the following types of promotions:

Job promotions:

Job promotion is carried out through the following ways:

1. Promotion to a vacancy, in accordance with the following conditions:
 - a. Be directly promoted to the next grade.
 - b. Achieve the performance levels required for promotion according to the performance management system.
2. Be promoted to a vacancy due to restructuring or redistribution of duties and responsibilities according to the following conditions:
 - a. Promotion to a vacancy.
 - b. Promotion is made to a higher grade and not more than one grade.
3. The employee shall be promoted and granted a starting salary of the post he is promoted to or be granted a percentage of 10% of the basic salary for the higher grade, whichever is higher.

Financial promotions:

With the approval of the Minister, the employee may be granted a financial promotion - at the same grade - not exceeding 10% of the basic salary, provided that the employee achieves the performance levels required for promotion in accordance with the performance management system.

Exceptional promotions:

With the approval of the Minister, an exceptional employee may be promoted in accordance with the performance management system, as follows:

- 1- For no more than two grades to a vacancy, provided that the employee is granted a starting salary of the grade he/she is promoted to, or 20% of his/her current basic salary, whichever is higher. In this case, the employee must have the skills and abilities that suit the requirements of the new job.
2. Or to granted an exceptional financial promotion that does not exceed 25% of the basic salary of the same grade.
3. An exceptional promotion can only be granted after the elapse of three years from the last exceptional promotion.
4. An employee may not be granted exceptional promotion with financial promotion.

Promotion controls:

1. Availability of financial allocation for any type of promotion.
2. There is a vacancy in case of job and exceptional promotion.
3. The promotion resolution is issued by the relevant authority in charge of promotion.
4. Promotion shall become in effect from the date of resolution. No retroactive promotion may be granted.
5. The order of seniority shall not be taken into consideration when considering the promotion, unless the performance evaluation is equal.
6. Promotion and periodic bonus may not be taken together if they are made on the same date and based on the annual performance evaluation.
7. An employee may not be promoted under any type of promotion until twelve months have elapsed from the date of the last promotion.
8. The employee may not be promoted during the study leave.

The following table shows promotions related to performance:

Final evaluation of performance	* Promotion
Noticeably exceeds expectations	Eligible for exceptional, job or financial promotion
Exceeds expectations	Eligible for job or financial promotion
Meets expectations	Eligible for financial promotion
In need of improvement	Ineligible for any type of promotion

* Promotions are linked to the annual budget of each federal entity, and they are subject to the provisions of the HR Law as amended, and its Implementing Regulations.

Fourth: Remunerations:

Employees shall be entitled, in accordance with the Human Resources Law as amended, and the Implementing Regulations of the Federal Government, for certain reasons and in certain amounts, to receive remunerations in accordance with the performance management system that sets out the conditions and requirements for the granting of remunerations as per the law.

1. Cash remunerations:

By virtue of a decision by the Minister, the excellent employee may be granted a special cash remuneration for any of his/her proposals which may contribute to the development of performance in the Ministry in which he/she works, in accordance with the principles proposed by FAHR and approved by the Cabinet.

2. Annual remunerations:

The employee is awarded an annual remuneration in accordance with the requirements and conditions set by the performance management system.

3. Other remunerations:

The Ministry or the federal entity may remunerate the excellent employee by granting him/her any certificate of distinction, honor or nominate him/her to compete for the recognized excellence awards.

In accordance with the provisions of the Human Resources Law, it is possible to provide moral incentives during the year within its budget to employees who contribute to exceptional achievements and contribute to the development of work through one of the following ways:

- A certificate of appreciation from the Minister during one of the events organized by the federal entity.

- Nomination for Sheikh Khalifa Program for Government Excellence.
- Nomination for the Emirates Award for Excellence in Government Performance.
- Appreciation of staff efforts during public events.
- Awarding the title of "employee of the month or year".
- Gift in kind.
- Any other means determined by the entity.

For more details on the relevant terms, conditions and controls, please refer to FAHR's official website of to review the Human Resources Law in the Federal Government No. (11) of 2008, as amended, its Implementing Regulations and Cabinet Resolutions concerning allowances, bonuses and payrolls in the federal government.

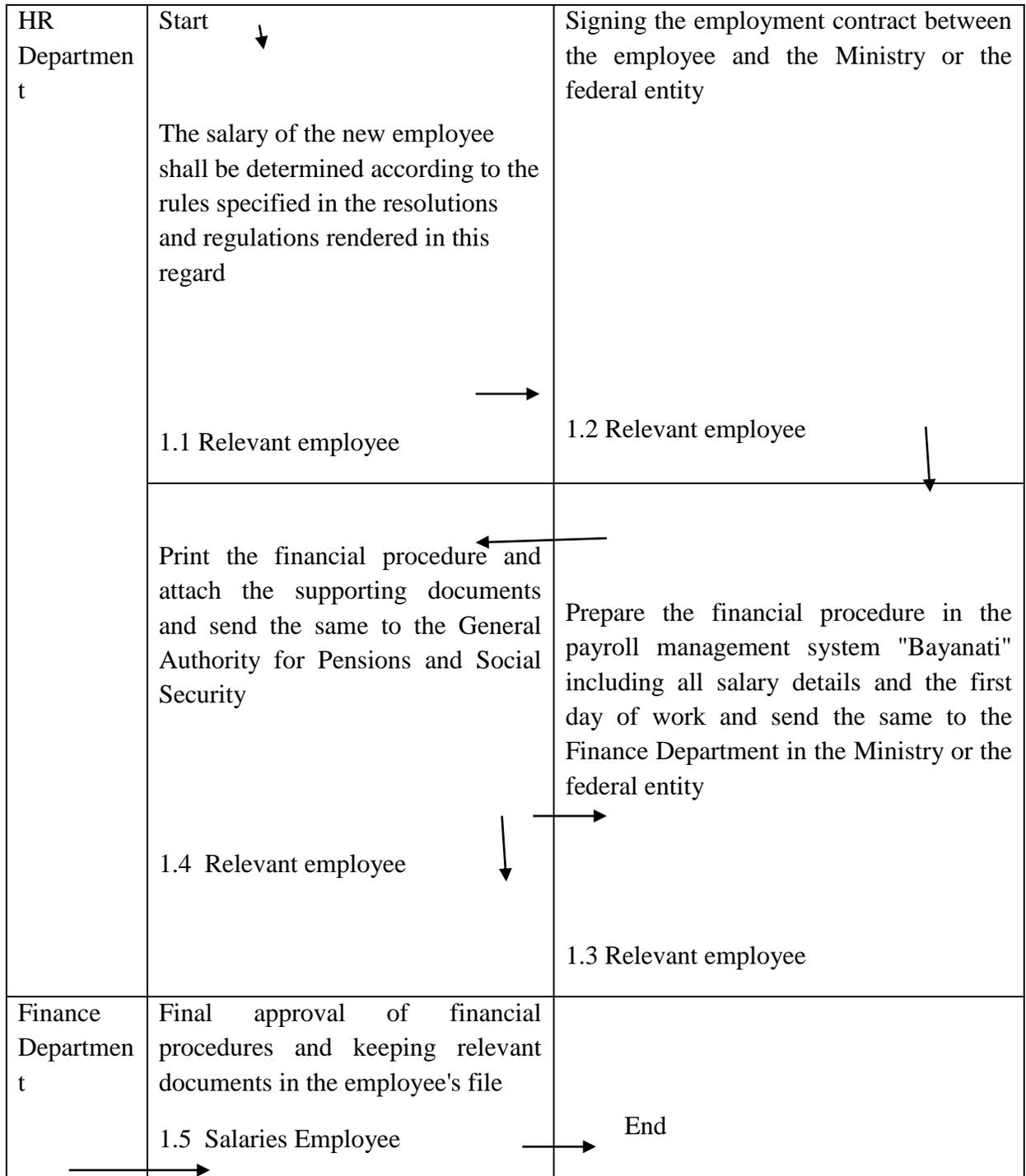
1 - 1 : Procedures and implementation mechanism

The following are the most important steps required to manage the salary process of a new employee (through Bayanati):

#	Procedure steps	Organization al unit	Responsibility
1	The salary of the new employee shall be determined according to the rules specified in the resolutions and regulations rendered in this regard	HR Departme nt	Employee in charge at the HR Department
2	Signing the employment contract between the employee and the Ministry or the federal entity	HR Departme nt	Employee in charge at the HR Department
3	Prepare the financial procedure in the salary management system "Bayanati" including all salary details and the first day of work and send the same to the Finance Department in the Ministry or the federal entity	HR Departme nt	Employee in charge at the HR Department
4	Print the financial procedures and provide supporting documents and send them to the General Authority for Pensions and Social Security	Finance Department	Salaries Employee
5	Final approval of financial procedures and keeping relevant documents in the employee's file	HR Departme nt	Employee in charge at the HR Department

1.2 Procedures flowchart

New employee salary



Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps

- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

2.1 Procedures and implementation mechanism

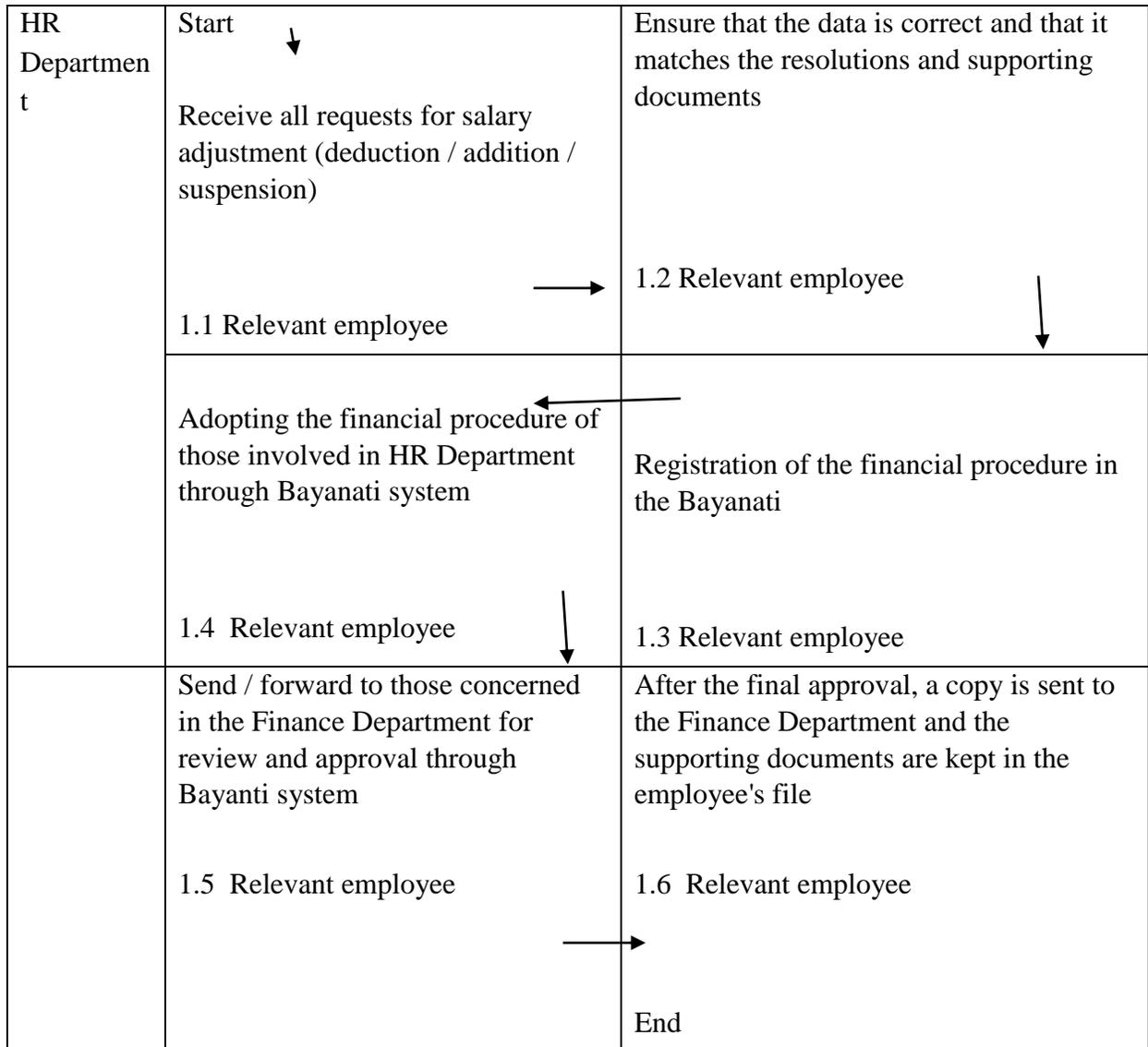
The following are the most important steps for the procedures required to manage the salaries of current employees:

#	Procedure steps	Organizational unit	Responsibility
1	Receive all requests for salary adjustment (deduction / addition / suspension)	HR Department	Employee in charge at the HR Department
2	Ensure that the data is correct and that it matches the resolutions and supporting documents	HR Department	Employee in charge at the HR Department
3	Registration of the financial procedure in Bayanati	HR Department	Employee in charge at the HR Department
4	Approval of the financial procedure by the competent personnel at the HR Department through Bayanati system	HR Department	Employee in charge at the HR Department
5	Send / forward to those concerned in the Finance Department for review and approval through Bayanati	HR Department	Employee in charge at the HR Department
6	After the final approval, a copy is sent to the Finance Department and the supporting documents are kept in the employee's file	HR Department	Employee in charge at the HR Department

* The procedures that are applied to the salaries (deduction / addition) contained in the law and the regulations such as: inevitable deduction from the salary for one of the reasons stated in the law / granting the employee an allowance in accordance with the regulations /failure to get the approval of the relevant employee on resuming work/ termination of service / financial promotion, etc.

2.2 Procedures flowchart

Salaries of current employees:



Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

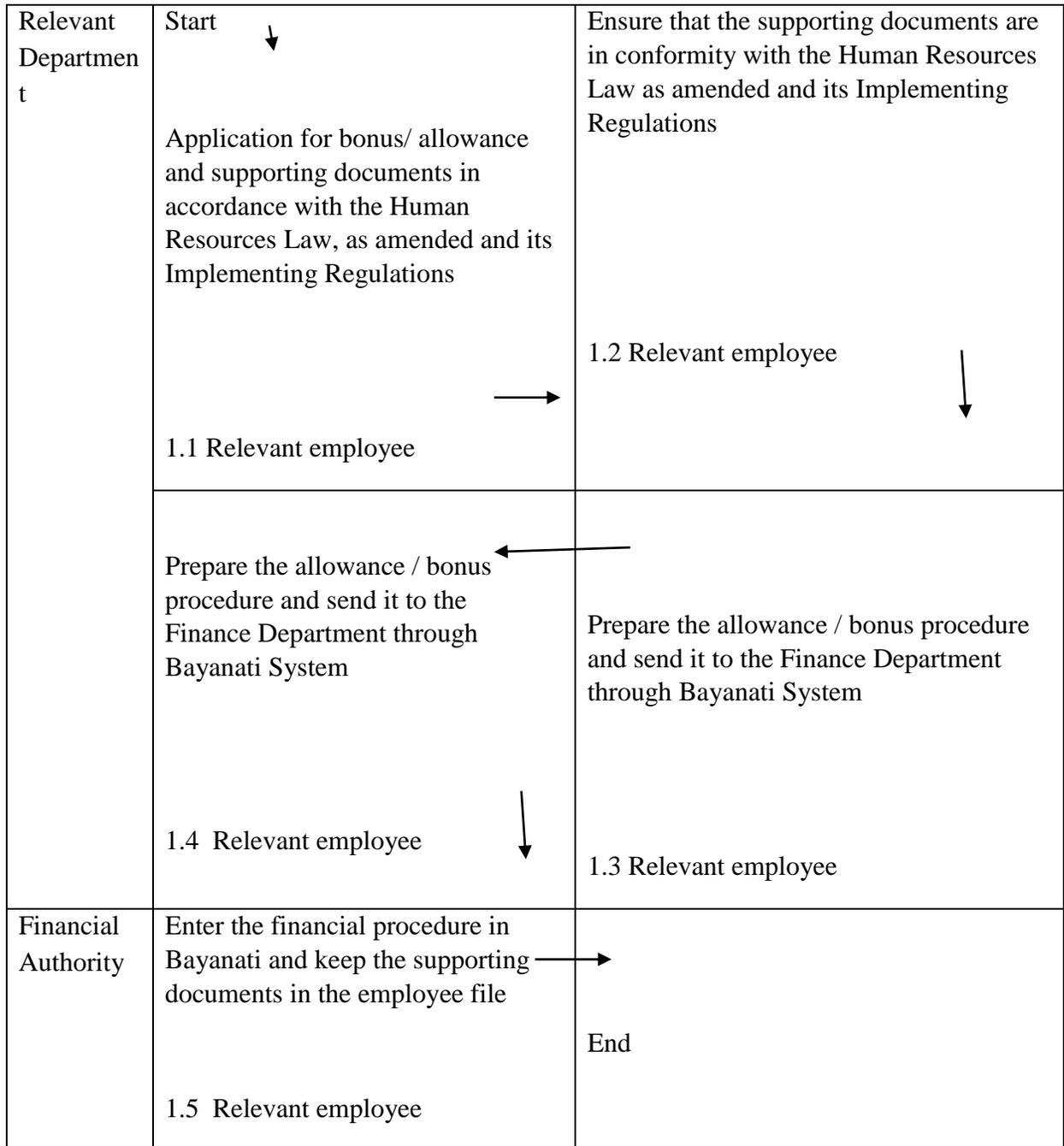
3.1 Procedures and implementation mechanism

The following are the most important steps required to manage the process of allowances and bonuses:

#	Procedure steps	Organizational unit	Responsibility
1	Application for bonus/ allowance and supporting documents in accordance with the Human Resources Law, as amended and its Implementing Regulations	Relevant Department	Relevant Officer
2	Ensure the supporting documents are in conformity with the Human Resources Law as amended and its Implementing Regulations	HR Department	Employee in charge at the HR Department
3	Prepare the allowance / bonus procedure and forward it to the Finance Department through Bayanati System	HR Department	Employee in charge at the HR Department
4	The salary is added to the salary according to the received condition if the financial procedure is correct through Bayanati System	Finance Department	Finance Department Employee
5	Enter the financial procedure in Bayanati and keep the supporting documents in the employee file	HR Department	Employee in charge at the HR Department

3.2 Procedures Flowchart

Allowances and Bonuses:



Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps

- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

4.1 Procedures and implementation mechanism

The following are the most important steps needed to manage promotions:

#	Procedure steps	Organizational unit	Responsibility
1	In the light of the results of the performance evaluation, a memorandum is submitted to the senior management to approve the promotions of the employees who meet the promotion requirements according to the employee's grade, the law and the regulations, and a copy of the description of the new job (if the promotion application meets the requirements and is in accordance with the law and regulation) is then attached.	HR Department	Employee in charge at the HR Department
2	After initial approval from the senior management, the procedures are completed in Itimad service	HR Department	Employee in charge at the HR Department
3	If the request is denied in Itimad service, the issue will be closed	HR Department	Employee in charge at the HR Department
4	After the approval of the "Itimad service" the decision of promotion is issued by the authority in charge of appointment	HR Department	the competent authority of appointment
5	The concerned employee will be informed of the promotion letter through the line manager	HR Department	Employee in charge at the HR Department
6	After the final approval, a copy is sent to the Finance Department and the supporting documents are kept in the employee's file	HR Department	Employee in charge at the HR Department
7	Promotion data will be entered in Bayanati system	Finance Department + HR Department	Salaries Employee + Employee in charge at the HR Department

8	The financial procedure with the supporting documents will be forwarded to the Finance Department / Salaries Unit	HR Department	Employee in charge at the HR Department
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4.2 Procedures Flowchart

Promotions:

<p>HR Department</p>	<p>Start ↓</p> <p>In the light of the results of the performance evaluation, a memorandum is submitted to the senior management to approve the promotions of the employees who meet the promotion requirements according to the employee's grade, the law and the regulations, and a copy of the description of the new job (if the promotion application meets the requirements and is in accordance with the law and regulation) is then attached.</p> <p>1.1 Relevant employee →</p>	<p>After initial approval from the senior management, the procedures are completed in Itimad service</p> <p>1.2 Relevant employee ↓</p>
	<p>After the approval of the "Itimad service" the decision of promotion is issued by the competent authority of appointment ←</p> <p>1.4 Authority in charge ↓ of appointment</p>	<p>If the request is denied from Itimad service, the issue will be closed</p> <p>1.3 Relevant employee</p>
	<p>The concerned employee will be informed of the promotion letter through the line manager →</p>	<p>After the final approval, a copy is sent to the Finance Department and the supporting documents are kept in the employee's file</p>

	1.5 Relevant employee	(YES - NO “END”) 1.6 Relevant employee
HR Department + Finance Department	Financial procedure with the supporting documents will be forwarded to the Finance Department / Salaries Unit 1.8 Relevant employee End	Promotion data will be entered in Bayanati system 1.7 Relevant employee

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

Section Five

Policies and Procedures Managing Leaves of All Types

First:

Introduction

Leaves of all types are granted to employees of ministries or federal entities in accordance with the conditions and regulations organizing leaves. Leaves differ in terms of type and time during which they are granted to the employee.

This section will discuss the policies and procedures applicable in the management of leaves and the terms and conditions in place, in accordance with the Law and its Implementing Regulations, in addition to the procedures and mechanisms for the implementation of all types of leaves management processes.

Second:

Objectives

- To clarify the policies and procedures related to the management of all types of leaves, and to document them duly, so that they are followed by the concerned personnel at the HR Department, managers and all employees.
- Seek to provide the best services to staff in the correct way.

Third:

Policies

a. Legal reference (related articles)

The policies and procedures in this section are related to the Human Resources Law in the Federal Government No. (11) 2008 as amended and its Implementing Regulations, as set out below:

Legal reference	Related articles
Human Resources Law in the Federal Government No. 11 of 2008 as amended.	(Articles 48-64)
Implementing Regulations of the Human Resources Law in the Federal Government.	(Articles 67-90)

b. Terms and conditions (general provisions):

- Leaves due to the employee and stipulated in the Law and the Implementing Regulations shall be granted within the periods authorized by the competent authority.
- The duration of service of the employee shall be deemed to be uninterrupted while enjoying any of the prescribed and authorized leaves, and then they are entered into the entitlement to the periodic allowance and end of service gratuity and pension, except for unpaid leaves.
- The employee should start his/her work on time after the end of the authorized leave, otherwise he/she shall be considered to be not reporting to work.

- The competent authority may authorize the employee to take more than one type of leaves continuously, in accordance with the provisions of the Human Resources Law.
- During the period of transfer, assignment or secondment of the employee to another party, his/her leave shall be credited and the entitlements shall be calculated from each type of leave until the end of the day preceding the effective date of the transfer, assignment or secondment in accordance with the applicable rules.
- In the case of extending the service of the employee after reaching the age prescribed for retirement, he/she shall be entitled to all types of leaves that may be granted before reaching the age of retirement.

First: How to calculate the duration of leaves

- The employee's entitlement to leaves (annual / sick / paternity / compassionate / Hajj) is calculated on the basis of working days.
- All other types of leaves (maternity, the waiting period “iddat”, exceptional leaves, study, unpaid leaves) are calculated on the basis of calendar days, including weekends and official holidays.
- The period of absenteeism is calculated from the day immediately following the expiry of the employee's authorized Leaves.

Second: Absenteeism

The employee shall not be absent from his/her work except within the limits of the leave granted to him/her. In the event of the employee's absenteeism or failing to report to his workplace after the end of the leave granted to him/her, the following procedures shall apply:

- a. If the competent authority accepts the absent employee's excuse, the period of absenteeism shall be deducted from the balance of his/her annual leave if he/she has a leave balance. If not, the excess period shall be regarded as absenteeism without pay.
- b. In the event that the competent authority does not accept the excuse of the employee who has been absent from work, the penalties stipulated in the Schedule of Violations related to the official working hours shall be imposed on him/her and the period of absenteeism shall be deemed to be without pay. This is explained in detail in Section 8 of this Guide. The absenteeism period shall not be counted within the period of service of the employee.

Third: Types of leaves

Leaves are classified as follows:

- 1 - Annual leave.
- 2 - Sick leave.
- 3 - Maternity leave.
- 4 - Paternity leave.
- 5 – Compassionate leave and iddat leave.
- 6 - Hajj leave.
- 7 - Exceptional leave:
 - a. Sabbatical leave.
 - b. Leave for patient escorts (outside or inside the State).
- 8 - Study leave.
- 9 - Unpaid leave.

Annual leave:

- Employees appointed in permanent positions shall be entitled to annual leave with a gross salary after the approval of the competent authority, as follows:
 - a) 30 working days for the Undersecretary, Assistant Undersecretary and senior positions.
 - b) 22 working days for any other positions.
- The employee may take annual leave all at one time, or divide it into different periods after obtaining the approval of his/her line manager. He/she may also combine the annual leave and any other leave he/she is entitled to in accordance with the conditions stipulated in the Human Resources Law, as amended and its Implementing Regulations.
- The annual leave salary shall be paid when the leave becomes due after the approval of the management, and not when the application is submitted.

Annual leave interruption:

- The competent authority may summon the employee from his/her authorized annual leave and ask him/her to return to work before the expiry of the leave, if work interest so requires. In this case, he/she shall be compensated in cash for the remaining period of the unused leave.

- An employee may, after starting his/her leave, and in special cases approved by his/her line manager, request to discontinue the leave and return to work, provided that the remaining period of leave is added to his/her leave balance.

Falling ill during the annual leave period:

- The employee shall not be permitted to claim sick leave if it occurs during his/her annual leave.
- In case the sick leave taken during the annual leave is extended beyond the end of the annual leave, then the remainder of sick leave will be calculated from the day the employee is due to return to work after the end of the annual leave according to the rules established in the calculation of sick leave, as set forth in the Law and Regulations.

Balance of annual leave in case of promotion or grade review:

If the period to which the employee is eligible out of the annual leave is found to be different due to his/her promotion or grade review, his/her annual entitlement shall be adjusted by the proportion of the period (on a pro rata basis to the remaining period) from the date of the promotion decision or the grade review.

Carrying over annual leave:

- The employee must use his/her annual leave during the year for which the leave is due, and if he/she is unable to obtain the full due balance for that year owing to urgent requirements and conditions of work, then he/she must use at least half of the due annual leave.
- The employee may carry over half of his/her annual leave balance to the following year, in which case he/she shall not benefit from any excess thereof.
- During the service, the employee shall not be entitled to any cash allowance in lieu of the remaining and unused balance of annual leave.

Annual leave for employees at public schools and centers for the disabled:

Dates of annual leave for employees at public schools and centers for the disabled shall be determined in accordance with the requirements of the Ministry of Education and the Ministry of Social Affairs each within the limits of its competence.

Periods in which the employee does not qualify for annual leave:

- 1 - Duration of study leave or educational scholarship.
- 2 - Period of the employee's absenteeism (without pay).

3 – Employee’s term of imprisonment rendered in a court judgment, in cases where service is not legally terminated.

4 – Employee’s probation period in the event that that period ends with his/her incapacity to perform the job.

Sick leave:

The employee shall be granted sick leave if his / her health condition prevents him/her from performing his/her work or to prevent any health risks caused to him/her or others, based on a medical report from an approved medical authority.

How to calculate sick leave:

- Maximum number of sick leave days is calculated at one time or during the year according to working days. Weekends and public holidays are not compensated by other days if they occur during sick leave.
- The maximum sick leave per employee is 15 working days per year, which is authorized according to the following:
 - a. A medical report approved by the official medical authority if the sick leave does not exceed five continuous working days at a time.
 - b. If sick leave exceeds five working days at a time, or the duration of sick leave exceeds the maximum referred to in the preceding paragraph, the sick leave permit shall only be issued upon a medical report certified by the Medical Committee.
- If the employee exceeds the maximum sick leave, which is fifteen working days per year, the Minister or his delegate may refer the employee to the Medical Committee to decide on his/her health condition.
- A sick leave of not more than one year is allowed for the employee against a lump sum salary if the illness is the result of a work injury. If the illness persists, the sick employee shall be referred to the Medical Committee for the review of his/her illness. The Committee may extend the leave for an additional period not exceeding six months or recommend his/her termination for being medically unfit, in accordance with the provisions of the Pension and Social Security Law.
- If the sick leave continues for more than six months, it should be granted based on a report approved by the competent Medical Committee. The Committee may extend the leave for another period not exceeding six months or recommend termination of the employee for being medically unfit.

Maternity leave:

A female employee who is employed in a permanent position shall be granted a two-month fully paid maternity leave and may be granted two weeks prior to the expected date of delivery based on a medical report submitted by the treating physician, provided that it is continuous and not granted to the employees on temporary contracts.

Breastfeeding time:

The female employee may, after the expiration of the maternity leave or the leave associated therewith for four months from the date of her return to work, leave the workplace for two hours a day to breastfeed her child, whether at the start of the official working hours or at the end of the working hours. In all cases, these hours are counted as working hours and with a gross salary entitlement.

General provisions:

- It is possible to combine maternity delivery leave, annual leave and unpaid leave.
- Weekends and official holidays that take place within the leave period are calculated as part of the leave period, as well as weekends and official holidays that coincide with the beginning or the end of the leave.
- The female employee may get a maternity leave during the probation period and the probation period will be extended in proportion to the leave.
- If the employee is granted sick leave during maternity leave, the maternity leave shall not be extended in proportion to such leave.

Paternity leave:

A male employee who fathers a live newborn in the UAE shall be granted a paternity leave with a total salary for three consecutive or separate working days during the first month of the child's birth.

Compassionate leave:

The employee shall be granted a compassionate leave (provided that he/she shall provide acceptable proof after returning from the leave) with a gross salary as follows:

- (a) For five working days for the death of any of his/her first degree relatives (father / mother / son / daughter / spouse).
- (b) For three working days for the death of any of his/her second degree relatives (grandfather / grandmother / brothers and sisters / grandchildren).

If the compassionate leave coincides with the annual leave, the employee may extend his/her annual leave, or increase his/her annual leave balance by the number of working days that coincided with the compassionate leave.

Waiting period (iddat) leave:

A Muslim female employee whose husband dies is granted a special leave for a period of four months and ten days from the date of the husband's death. This leave shall not be counted as part of her other leaves.

Haj leave:

A Muslim employee shall be granted a leave of fifteen working days, with a total salary, for Hajj (pilgrimage), for a maximum of two times during the period of his/her service, provided that an interval of at least ten years separates the two leaves, subject to the following:

- a. Weekends and official holidays during Hajj leave are not considered part of it.
- b. The Hajj leave which the employee did not receive is not considered a vested right, and therefore shall not be taken as part of the annual leave balance at the end of the employee's service.

Exceptional leaves

They include:

Sabbatical leave:

The Minister or his delegate may grant the civil employee an exceptional sabbatical leave with a gross salary, in order to carry out any work or functions related to the representation of the State in the national teams, sports or cultural activities or for any other similar reasons, which are not directly related to the work of the Ministry in which the employee works, at the request of the official bodies concerned in those areas, and for the period they specify. Entitlement shall be in accordance with the terms and conditions prescribed by Law and the Implementing Regulations in this regard.

Leave for patient escorts:

- a. Accompanying a patient abroad:

The Minister or his delegate may grant the employee a special leave for a period not exceeding two months, to escort a patient regardless of the degree of kinship, for treatment outside the State based on the recommendation of an official medical entity.

The Minister or his delegate may extend this leave based on a medical report on the case, provided that it is authenticated by the UAE Embassy.

b. Leave for patient escorts inside the State:

The Minister or his delegate may grant the Emirati employee an exceptional leave with total salary for a period not exceeding two months, subject to extension, in order to escort his/her spouse or any of his/her relatives up to the second degree in case of receiving treatment within the State, based on a certified medical report from an official medical authority stating that the patient needs an escort during the period of treatment in the hospital or outside. The Minister or his delegate may also extend this leave based on a medical report on the case, provided that the report is certified and clarifies the patient's need for an escort.

Study leave:

- The Ministry or the federal entity may, with the consent of the Minister or his delegate, sponsor some of its Emirati employees by granting them full-time or part-time fully paid leave, including costs and fees, to complete their undergraduate and post-graduate studies or obtain approved professional certificates for a period equal to the duration of the approved education program.
- The Minister or his delegate may grant Emirati employees a paid study leave only on a full-time or part-time basis, both within and outside the country, for the purpose of obtaining a higher education than the General Secondary School Certificate, for a period equal to the duration of the approved education program.
- In all cases, the qualification must conform to the needs of the Ministry or the future federal entity, taking into account that study leave is granted in accordance with the provisions and conditions stipulated in the Law and the Implementing Regulations in this regard.

Cases of study leave termination:

The student's study leave may be terminated by a decision from the Minister or his delegate in any of the following cases:

- Drop-out without an acceptable excuse for more than three months, based on the academic reports received from the embassy of the State, cultural attachés or diplomatic missions on the student.
- Change in the academic specialization of the student or the academic institution he/she enrolled in or the approved country of study, without obtaining the prior approval of the Minister or his delegate, or the head of the federal authority or his authorized delegate.

- Committing any act or misconduct or any act that would harm the interests or reputation of the State or engaging in any activity in violation of the laws in force in the country of study.
- Failing to attend the classes for more than three months from the date of commencement. If the Minister or his delegate does not accept the reasons for not attending the classes, the period of drop-out shall be deducted from the balance of his/her annual leave.
- The Minister may terminate the study leave due to work needs or conditions or for public interest; in this case, the employee shall be exempted from refunding all fees, expenses and financial allocations made to him/her during the period of the leave.
- The student's leave may be suspended at the request of the employee, according to conditions that the Minister may assess and for one semester. In this case, the leave shall be extended for a period equal to the duration of the suspension.
- Not passing the tests scheduled for his/her transfer to the next stage of the study, for more than once during the duration of the study and the Minister may in cases of necessity condone this case for one additional time.
- **In all cases, this shall not prejudice disciplinary accountability where appropriate.**

Examination leave:

The Minister or his delegate may grant the Emirati employee who is registered in any distance learning program inside or outside the country, or the Emirati employee who is attending evening studies within the state in one of the recognized colleges, institutes or schools, an examination leave with a gross salary to sit for quarterly and annual examinations, and discuss the thesis of the postgraduate studies, to be determined in accordance with the approved examination program.

- This does not apply to monthly examinations or to any admission exams, registration, or discussion of academic projects during the semester.
- The Emirati employee may be granted additional leave prior to the commencement of the examinations referred to above, for no more than five working days, if the examinations are taken within the State and not exceeding ten working days if the examinations are taken outside the State, provided that the total leave does not exceed (22) working days per year, apart from the duration of examinations.

- An Emirati employee may be granted a two-hour short-term study permit to attend classes in any approved course of study. This permission is not granted if the official working hours do not interfere with the dates of the classes.

Unpaid leave:

The Minister or his delegate may grant the employee unpaid leave for a period not exceeding thirty days per year, provided that the employee has serious reasons for taking such leave.

Conditions for granting unpaid leave:

- (a) The employee does not have a balance of annual leave.
- (b) Granting the leave shall not affect the progress and course of work in light of the requirements and interests of the business.
- (c) Any other conditions which the Management may determine.

For more details on the relevant terms, conditions and controls, please visit FAHR's official website to review the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations.

1.1 Procedures and implementation mechanism

The following are the most important steps for the procedures required to manage the leave process:

#	Procedure steps	Organizational unit	Responsibility
1	Request for leave stating type and proposing a substitute to your line manager (paper / Bayanati)	Relevant Department	Relevant Officer
2	Approve the request and propose the substitute (paper / Bayanati)	Relevant Department	Line manager
3	Review the application and ensure that the application complies with the terms and conditions through Bayanati system	HR Department	Employee in charge at the HR Department
4	Return application to the applicant if the basic conditions are not met (paper / Bayanati)	Finance Department	Finance Department Employee
5	Approval of the application if the basic conditions have been met (paper / Bayanati)	HR Department	Employee in charge at the HR Department
6	Coordination for the preparation and issuance of a ministerial resolution on leaves that require a ministerial resolution according to terms and conditions	HR Department	Employee in charge at the HR Department
7	Enter leave details into Bayanati system and keep documents in employee's file	HR Department	Employee in charge at the HR Department
8	The employee will make a return notice from the leave to avoid suspension of the salary (paper / Bayanati) after the employee returns from the leave	Relevant Department	Relevant Officer
9	Completion of the procedure and signatures on the leaves related to financial matters (deductions, etc.) through Bayanati system	HR Department	Employee in charge at the HR Department
10	Forward the original financial procedure to the Finance Department and keep a copy in the employee's file	HR Department	Employee in charge at the HR Department

Note: The annual leave salary shall be paid at the actual due date of the leave after the approval of the management, and not when the application is submitted.

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

1.2 Procedure flowchart

Leaves

Relevant Department	<p>Start ↓</p> <p>Request for leave stating type and proposing a substitute to your line manager (paper / Bayanati)</p> <p>1.1 Relevant employee</p>	<p>Approve the request and propose the substitute (paper / Bayanati)</p> <p>1.2 Line manager</p>
	<p>Return application to the applicant if the basic conditions are not met (paper / Bayanati)</p> <p>1-8 Relevant employee</p>	<p>Review the application and ensure that the application complies with the terms and conditions through Bayanati system</p> <p>1.3 Relevant employee</p>
	<p>Approval of the application if the basic conditions have been met (paper / Bayanati)</p> <p>1.4 Relevant employee</p>	<p>Coordination for the preparation and issuance of a ministerial resolution on leaves that require a ministerial resolution according to terms and conditions</p> <p>1.5 Relevant employee</p>
HR Department	<p>The employee will make a return notice from the leave to avoid suspension of the salary (paper / Bayanati) after the employee returns from the leave</p> <p>1.6 Relevant employee</p>	<p>Enter leave details into Bayanati system and keep documents in employee's file</p> <p>1.7 Relevant employee</p>
	<p>Forward the original financial procedure to the Finance Department and keep a copy in the</p>	<p>Completion of the procedure and signatures on the leaves related to financial matters (deductions, etc.)</p>

	employee's file 1.10 Relevant employee End	through Bayanati system 1.9 Relevant employee
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2.1 Procedures and implementation mechanism

The following are the most important steps needed to manage sick leave:

#	Procedure steps	Organizational unit	Responsibility
1	Inform the line manager of absence from work with medical excuse through Bayanati system	Relevant Department	Relevant Officer
2	The line manager informs the concerned employee in the HR Department about the absence of the employee because of a medical excuse through Bayanati system	Relevant Department	Line manager
3	Submit a sick leave application approved by the line manager with a medical report approved by a government medical official for a period not exceeding five days (paper / Bayanati system)	HR Department	Employee in charge at the HR Department
4	Transfer the sick leave to the Medical Committee if the sick leave is more than 5 days or exceeding the maximum limit of 15 days throughout the year	HR Department	Employee in charge at the HR Department
5	Approving and receiving sick leave from the Medical Committee	HR Department + Medical Committee	Employee in charge at the HR Department + Medical Committee
6	The sick leave period is calculated as part of the annual leave balance if the leave balance is used, or deducted from the salary if the sick leave is not approved through Bayanati system	HR Department + Finance Department (Payroll Department / Unit)	The competent officer in both departments
7	Reviewing and approving sick leave by the competent employee in the HR Department through Bayanati system	HR Department	Employee in charge at the HR Department
8	Complete entry of sick leave details into Bayanati and keep the medical report in the employee's file	Relevant Department	Relevant Officer

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

2.2 Procedures Flowchart

Sick leave

<p>Relevant Department</p>	<p>Start ↓</p> <p>Inform the line manager of absence from work with medical excuse through Bayanati system</p> <p>1.1 Relevant employee</p>	<p>The line manager informs the concerned employee in the HR Department about the absence of the employee because of a medical excuse through Bayanati system</p> <p>1.2 Line manager</p>
	<p>Transfer the sick leave to the Medical Committee if the sick leave is more than 5 days or exceeding the maximum limit of 15 days throughout the year</p> <p>1.4 Relevant employee</p>	<p>Submit a sick leave application approved by the line manager with a medical report approved by a government medical official for a period not exceeding five days (paper / Bayanati system)</p> <p>1.3 Relevant employee</p>
	<p>Approving and receiving sick leave from the Medical Committee</p> <p>1.5 Employee in charge at the HR Department + Medical Committee</p>	<p>The sick leave period is calculated as part of the annual leave balance if the leave balance is used, or deducted from the salary if the sick leave is not approved through Bayanati system</p> <p>1.6 The competent officer in both departments</p>
<p>HR</p>	<p>Complete entry of sick leave details</p>	<p>Reviewing and approving sick leave by</p>

Department	into Bayanati and keep the medical report in the employee's file 1.8 Relevant employee End	the competent employee in the HR Department through Bayanati system 1.7 Relevant employee
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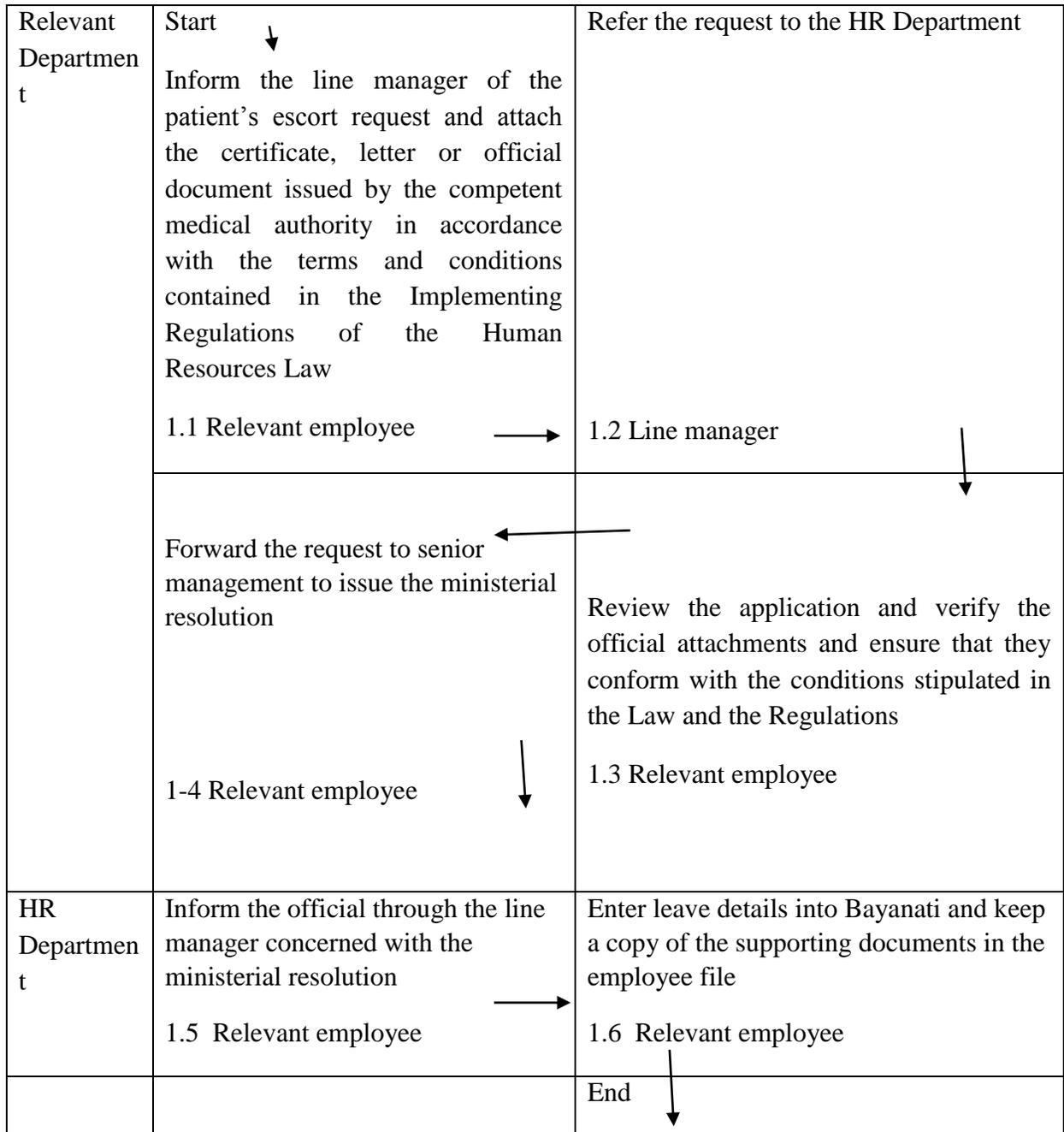
3.1 Procedures and implementation mechanism

The following are the most important steps for the procedures required to manage leaves for patient's escort (inside and outside the country):

#	Procedure steps	Organizational unit	Responsibility
1	Inform the line manager of the patient's escort request and attach the certificate, letter or official document issued by the competent medical authority in accordance with the terms and conditions contained in the Implementing Regulations of the Human Resources Law	Relevant Department	Relevant Employee
2	Refer the request to the HR Department	Relevant Department	Line manager
3	Review the application and verify the official attachments and ensure that they conform with the conditions stipulated in the Law and the Regulations	HR Department	Employee in charge at the HR Department
4	Forward the request to senior management to issue the ministerial resolution	HR Department	Employee in charge at the HR Department
5	Inform the official through the line manager concerned with the ministerial resolution	HR Department	Employee in charge at the HR Department
6	Enter leave details into Bayanati and keep a copy of the supporting documents in the employee's file	HR Department	Employee in charge at the HR Department

3.2 Procedure flowchart

Leave for patient's escort



Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

Section Six

Policies and Procedures of Termination Management

First: Introduction

This section will discuss the policies, procedures and implementation mechanism applicable in managing the termination of service and the terms and conditions in place in accordance with the Human Resources Law as amended and its Implementing Regulations.

Second: Objectives

- To duly clarify and document the policies and procedures related to the management of termination, to be followed by the relevant personnel in the HR Department, managers and all employees.
- Clarifying the steps and duration of the termination process.
- Clarify the procedures resulting from the termination process.

Third: Policy

a. Legal reference (related articles)

The policies and procedures in this section are related to the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations, as set forth herein below:

Legal reference	Related articles
Human Resources Law in the Federal Government No. 11 of 2008 as amended.	Resignation (Article 84/ Articles 104-106) End of service (Article 101)
Federal Law No. (6) of 2014 on National Service and Reserve	Articles (28.2 – 30)
Implementing Regulations of the Human Resources Law of the Federal Government.	Resignation (Article 123) End of service (Article 121)
Performance management system for federal	Poor performance management (Para 6)

government employees.	
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a) Terms and Conditions (general provisions):

First: Reasons for termination

An employee's service shall end in any of the following cases:

1. Resignation.
2. Reaching retirement age.
3. Death.
4. Being medically unfit.
5. Inefficient for the job.
6. Federal decree is issued.
7. Termination by a resolution of the Cabinet.
8. Dismissal from service by a decision related to administrative violation or dismissal due to a judicial ruling.
9. An employee whose UAE citizenship is taken away or becomes denaturalized.
10. Non-renewal or termination of the contract prior to its expiry date.
11. Absenteeism from work without acceptable reasons for 10 consecutive working days or 20 separate days in one year.
12. Restructuring.
13. Replacement in accordance with the Emiratization plans, provided that the employee is given a two month period before termination.

Power to terminate:

A termination decision shall be issued by the authority in charge of appointment, except in the following cases:

a. Dismissal of the employee: Made upon a Cabinet resolution based on the recommendation of the concerned Minister, with the payment of the gross salary for the stipulated period of notice based on the employee's grade, provided that such period shall not be counted within the period of his/her service with the Ministry /federal entity

b. Death, on which a decision is issued by the competent minister or his delegate.

Retirement

The service of the employee shall be terminated once he/she reaches the age of retirement, in accordance with the laws in force in this regard, unless his/her service is extended by a resolution of the Minister or his delegate.

Resignation:

- An employee may resign from his / her job by written request, including a two month notice to the Ministry / federal entity for senior posts and one month for other posts, or as provided for in contracts of employees appointed under special contracts.

- The employee's service shall not be terminated unless a decision is made to accept resignation from the competent authority. Otherwise, the resignation shall be deemed acceptable if the appropriate decision is not taken and the employee shall be notified in writing within two weeks from the date of submission.

- The employee should report to his/her workplace until the expiration of the notice period. However, the Ministry or the federal entity may, at the request of the employee, reduce the period of notice after accepting the resignation and terminate his/her services directly, provided that he/she agrees to pay the amount in lieu of notice to the employer or the same is deducted from his/her dues. This period shall not be counted towards the duration of his/her service with the Ministry or the federal entity.

- During the period of notice, the Ministry or the federal entity may, on its own motion, terminate the services of the resigning employee, provided that he/she is paid his/her total salary due for this period; however, such period shall not be counted towards the period of his service.

- The Ministry or the federal entity may exempt the resigning employee, for whom curtailment of notice period has been approved, from paying the amount in lieu of notice to the Ministry or the federal entity.

- The resignation of an employee shall not be accepted if he/she has been referred to the Violations Committee or to the competent judicial authorities, unless a conclusive decision has been made thereon.

- The HR Department at the Ministry or the federal entity shall conduct an interview with each employee who resigns from his/her job or submits a request not to renew his/her contract in order to collect the necessary data to improve and develop the work systems and policies, and to find out the real reasons for resignation.

Medical Unfitness

- An Emirati employee shall be terminated for health reasons in accordance with the provisions and procedures of the General Authority for Pensions and Social Security.
- The competent authorities may terminate the services of a non-Emirati employee if the Medical Committee finds him/her to be ineligible to perform his/her duties.

In all cases, the employee shall be terminated immediately with the payment of the equivalent of the gross salary for the period of notice prescribed for his/her job grade, provided that such period shall not be counted towards the period of his/her service with the Ministry or the federal entity.

Inefficient for the job:

The authority in charge of appointment may terminate the service of the employee because of his/her inefficiency in the event of an annual assessment in accordance with the level and timeframe established under the performance management system for federal government employees for this purpose.

- In all cases, the employee shall be given the period of notice prescribed for his/her grade or the equivalent of the gross salary for the notice period, without prejudice to his/her other entitlements.

By a decision relating to an administrative offense or dismissal by a judicial ruling:

By virtue of a decision of the competent authority, the service of the employee may be terminated based on a recommendation of the Violations Committee to terminate him/her. In its recommendation, the Violations Committee shall determine in accordance with each case the notice period and entitlements that may be paid to or deducted from the employee.

Termination or non-renewal of special contracts:

The authority in charge of appointment shall have the right not to renew or terminate the employee's contract at any time, provided that the employee is served a notice in writing and in accordance with the conditions stipulated in the contract between the parties.

An employee whose services are terminated by a judicial ruling or due to denaturalization or revocation of citizenship shall not be entitled to any financial benefits in lieu of the notice period.

Restructuring:

The service of the employee may be terminated on the basis of the financial and administrative consequences resulting from the restructuring of the organizational units or the positions thereof in the Ministry or the federal entity in coordination with the FAHR.

Death

- If the employee passes away during his/her service with the Ministry or the federal entity in a natural death or as a result of an accident outside the workplace "provided that death is not caused by suicide", the Ministry or the federal entity shall pay in "one payment" an amount equivalent to the total salaries of three months, in addition to the total salary of the month in which death occurred, along with other entitlements, to the person designated by the employee in writing prior to his/her death.
- If the employee did not specify before his death the person referred to in the paragraph hereinabove, the salaries specified in the preceding paragraph shall be paid to the dependents on the death of the employee equally between males and females.
- It should be taken into account that the amounts stated above are a grant and may not be considered as part of or deducted from the end of service gratuity in any form, nor may they be withheld or set off against any amounts that may be owed to the Ministry or the federal entity by the deceased employee.
- In the case of the death of a non-Emirati employee during his/her service with the Ministry or the federal entity and his/her parents desire to bury him/her in their home country, the Ministry or the federal entity shall bear the costs of transporting the body to the nearest international airport in his/her home country.

Second: End of service gratuity

a. Emirati employee:

- The dues of the Emirati employee shall be calculated at the end of his/her service, in accordance with the laws, rules and procedures of the General Authority for Pensions and Social Security.

- The duration of the national service or call-up shall be added for the incumbent employee towards the specified period for purposes of remuneration or pension.
- The provisions of the Pensions and Social Security Law in case of injury, death or loss shall be applied to the Emirati employee during the period of national service or call-up.

b. Non-Emirati employee:

Upon end of service, a non-Emirati employee shall be entitled to an end of service gratuity based on the following:

- One month basic salary for each of the first five years of service.
 - Basic salary for one and a half months for each of the following five years of service.
 - Basic salary for two months for each year of service beyond that.
- c. The Employee shall not be entitled to end of service gratuity if his/her period of service in the Ministry or the federal entity is less than one full year.
- d. For the purpose of calculating end of service gratuity, the period of notice and cumulative leave is calculated as part of the period of service.
- e. The end of service gratuity shall be paid to the employee who becomes a UAE citizen based on the last basic salary he/she received before citizenship.

For more details on the relevant terms, conditions and controls, please visit the FAHR's official website to view the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations and to review the laws, rules and procedures of the General Authority for Pensions and Social Insurance.

1.1 Procedures and Implementation Mechanism:

The following are the most important steps for the procedures required to manage the resignations process:

#	Procedure Steps	Organizational unit	Responsibility
1	Submit the resignation request to the line manager / Director of the Department explaining the reason for resignation	Relevant Department	Relevant Employee
2	Discuss the request for resignation with the relevant employee and submit the request to the HR Department after recommending the resignation request.	Relevant Department	Line manager / Director
3	Review the request and confirm the required approvals	HR Department	Employee in charge at the HR Department
4	Conduct an interview to investigate the reasons for resignation	HR Department	Employee in charge at the HR Department
5	Notify the employee that the resignation request is accepted	HR Department	Employee in charge at the HR Department
6	Coordinate to issue the ministerial decision to end the employee's service by the senior management and inform those concerned about the decision.	HR Department	Employee in charge at the HR Department
7	Stop the employee's salary from the date of termination in Bayanati	HR Department	Employee in charge at the HR Department
8	Complete the clearance procedures from organizational units within the Ministry or the federal entity or from the official authorities outside the workplace	Concerned authorities	Relevant Employee
9	Verify the final file of the resigned employee after completing the clearance procedures	HR Department	Employee in charge at the HR Department

10	Review the leave balance of the resigning employee and prepare a cash amount in lieu of leave in case he/she still has due balance through Bayanati	HR Department	Employee in charge at the HR Department
11	Enter end of service details into Bayanati and keep supporting documents in the employee's file	HR Department	Employee in charge at the HR Department
12	Prepare the financial procedures for the end of service and the balance of leave subject to the approval of the HR Director through Bayanati	HR Department	Employee in charge at the HR Department
13	Prepare the insured end of service form , attach a copy of the employee's file and employee's end-of-service documents and forward them to the Finance Department / Payroll Section through Bayanati	HR Department	Employee in charge at the HR Department
14	Review the insured end of service form and attach a copy of the employee's file and end of service documents	Finance Department	Employee in charge at the Finance Department
15	Send the original copy of the financial procedure and the insured form to the General Authority for Pensions and Social Security in case of Emirati employees	HR Department	Employee in charge at the HR Department
16	Non-citizens are paid the end of service gratuity through Bayanati	Finance Department	Employee in charge at the Finance Department

1.2 Procedure flowchart

Resignations

Relevant department	<p>Start ↓</p> <p>Submit the resignation request to the line manager / Director of the Department explaining the reason for resignation</p> <p>1.1 Relevant employee</p>	
HR Department	<p>Stop the employee's salary from the date of termination in Bayanati</p> <p>1.7 Relevant employee</p>	<p>Coordinate to issue the ministerial decision to end the employee's service by the senior management and inform those concerned about the decision.</p> <p>1.6 Relevant employee</p>
	<p>Review the leave balance of the resigning employee and prepare a cash amount in lieu of leave in case he/she still has due balance through Bayanati</p> <p>1.10 Relevant employee</p>	<p>Verify the final file of the resigned employee after completing the clearance procedures</p> <p>1.9 Relevant employee</p>
	<p>Send the original copy of the financial procedure and the insured form to the General Authority for Pensions and Social Security in case of Emirati employees</p> <p>1.15 Relevant employee</p>	
Concerned authorities	<p>Complete the clearance procedures from organizational units within the Ministry or the federal entity or from the official authorities outside the workplace</p> <p>1.8 Relevant employee</p>	
Finance Department	<p>Flowchart key:</p> <ul style="list-style-type: none"> - Horizontal path: Refers to relevant departments - Squares: Refer to operations included in procedure - Numbers in squares: Refer to sequence of steps - To read the flowchart, begin from the start and follow the sequence of steps 	

	<p>according to sequence of numbers below each square.</p> <p>- Green color indicates that the procedure is made through Bayanati system.</p>	
	<p>Discuss the request for resignation with the relevant employee and submit the request to the HR Department after recommending the resignation request</p> <p>1.2 Line manager / Director</p>	
	<p>Review the request and confirm the required approvals</p> <p>1.3 Relevant employee</p>	<p>Conduct an interview to investigate the reasons for resignation</p> <p>1.4 Relevant employee</p>
		<p>Notify the employee that the resignation request is accepted</p> <p>1.5 Relevant employee</p>
	<p>Enter end of service details into Bayanati and keep supporting documents in the employee's file</p> <p>1.11 Relevant employee</p>	<p>Prepare the financial procedures for the end of service and the balance of leave subject to the approval of the HR Director through Bayanati</p> <p>1.12 Relevant employee</p>
	<p>Prepare the insured end of service form , attach a copy of the employee's file and employee's end-of-service documents and forward them to the Finance Department / Payroll Section through Bayanati</p> <p>1.13 Relevant employee</p>	
	<p>Review the insured end of service form and attach a copy of the employee's file and end of service documents</p> <p>1.14 Relevant employee</p>	<p>Non-citizens are paid the end of service gratuity through Bayanati</p> <p>1.16 Relevant employee</p>
	<p>End</p>	

2.1 Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage the termination process:

#	Procedure steps	Organizational unit	Responsibility
1	Addressing the HR Department to terminate the employee's service for one of the reasons stated in the Law and Regulations	Relevant department	Director of Department
2	Study the case and approve it according to terms and conditions	HR Department	Employee in charge at the HR Department
3	Refer the case study to the Administrative Violations Committee if necessary, according to the terms and conditions, controls and the procedures listed in the section of violations	HR Department	Employee in charge at the HR Department
4	Coordinate to issue the ministerial decision to terminate the service by the senior management and inform the those concerned about the decision	HR Department	Employee in charge at the HR Department
5	Start the procedures to stop payment of the employee's salary from the date of termination in Bayanati	HR Department	Employee in charge at the HR Department
6	Complete the clearance procedures from the organizational units within the Ministry or the federal entity or from the official authorities outside the workplace	Stakeholders	Relevant employee

- | | | | |
|----|---|--------------------|---|
| 7 | Review the leave balance of the terminated employee to determine his/her eligibility for the cash amount in lieu of any due leave balance through Bayanati | HR Department | Employee in charge at the HR Department |
| 8 | Verify the final file of the employee after completing the clearance procedures | HR Department | Employee in charge at the HR Department |
| 9 | Enter the termination details into Bayanati and keep the supporting documents in the employee's file | HR Department | Employee in charge at the HR Department |
| 10 | Prepare the financial procedures for the end of service and the balance of leaves as approved by the HR Director through Bayanati | HR Department | Employee in charge at the HR Department |
| 11 | Prepare the insured end of service form, attach a copy of the employee's file and employee's end-of-service documents and forward them to the Finance Department / Payroll Section through Bayanati | HR Department | Employee in charge at the HR Department |
| 12 | Review the insured end of service form and attach a copy of the employee's file and end of service documents | Finance Department | Relevant employee in Finance Department |
| 13 | Send the original copy of the financial procedure and the insured form to the General Authority for Pensions and Social Security for the Citizen employees | HR Department | Employee in charge at the HR Department |
| 14 | Non-citizens are paid the dues, residency visa cancellation procedures are started and labor card is returned | Finance Department | Relevant employee in Finance Department |

2.2 Procedure flowchart

Termination

Relevant department	<p>Start ↓</p> <p>Addressing the HR Department to terminate the employee's service for one of the reasons stated in the Law and Regulations</p> <p>1.1 Department director</p>	
HR Department	<p>Refer the case study to the Administrative Violations Committee if necessary, according to the terms and conditions, controls and the procedures listed in the section of violations</p> <p>1.3 Relevant employee</p>	<p>Study the case and approve it according to terms and conditions</p> <p>1.2 Relevant employee</p>
	<p>Enter the termination details into Bayanati and keep the supporting documents in the employee's file</p> <p>1.9 Relevant employee</p>	<p>Prepare the financial procedures for the end of service and the balance of leaves as approved by the HR Director through Bayanati</p> <p>1.10 Relevant employee</p>
	<p>Send the original copy of the financial procedure and the insured form to the General Authority for Pensions and Social Security for the Citizen employees</p> <p>1.13 Relevant employee</p>	<p>Prepare the insured end of service form, attach a copy of the employee's file and employee's end-of-service documents and forward them to the Finance Department / Payroll Section through Bayanati</p> <p>1.11 Relevant employee</p>
Stakeholders	<p>End</p>	
Finance Department	<p>Non-citizens are paid the dues, residency visa cancellation procedures are started and labor card is returned</p> <p>1.14 Relevant employee</p>	<p>Review the insured end of service form and attach a copy of the employee's file and end of service documents</p>

		1.12 Relevant employee
	<p>Start the procedures to stop payment of the employee's salary from the date of termination in Bayanati</p> <p>1.5 Relevant employee</p>	<p>Coordinate to issue the ministerial decision to terminate the service by the senior management and inform the those concerned about the decision</p> <p>1.4 Relevant employee</p>
	<p>Review the leave balance of the terminated employee to determine his/her eligibility for the cash amount in lieu of any due leave balance through Bayanati</p> <p>1.7 Relevant employee</p>	<p>Verify the final file of the employee after completing the clearance procedures</p> <p>1.8 Relevant employee</p>
	<p>Complete the clearance procedures from the organizational units within the Ministry or the federal entity or from the official authorities outside the workplace</p> <p>1.6 Relevant employee</p>	

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

3.1 Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage the retirement process:

The necessary procedures are taken for employees over 60 years of age to ensure their medical fitness for work and reaching the specified age for retirement.

#	Procedure steps	Organizational unit	Responsibility
1	Prepare the ministerial decision to end the employee's service due to reaching the retirement age	HR Department	Employee in charge at the HR Department
2	Stop the employee's salary payment on Bayanati	HR Department	Employee in charge at the HR Department
3	Complete the clearance procedures from the organizational units within the Ministry or the federal entity or from the official authorities outside the workplace	Stakeholders	Relevant employee
4	Verify the final file of the employee after completing the clearance procedures	HR Department	Employee in charge at the HR Department
5	Review the leave balance of the retired employee to determine his/her eligibility for the cash amount in lieu of leave balance through Bayanati	HR Department	Employee in charge at the HR Department
6	Enter the retirement details into Bayanati and keep the supporting documents in the employee's file	HR Department	Employee in charge at the HR Department

7	Prepare the financial procedures to end the employee's service due to reaching retirement age and the balance of leaves as approved by the Director of HR Department through Bayanati	HR Department	Employee in charge at the HR Department
8	Prepare the insured end of service form , attach a copy of the employee's file and employee's retirement documents and forward them to the Finance Department / Payroll Section through Bayanati	HR Department	Employee in charge at the HR Department
9	Review the insured end of service form and attach a copy of the employee's file and retirement documents	Finance Department	Employee in charge at the Finance Department
10	Send the original copy of the financial procedure and the insured form to the General Authority for Pensions and Social Security in case of Emirati employees	HR Department	Employee in charge at the HR Department
11	For non-citizens, the end of service gratuity is paid through Bayanati	Finance Department	Employee in charge at the Finance Department

3.2 Procedure flowchart

Retirement of employees

<p>HR Department</p>	<p>Start ↓ Prepare the ministerial decision to end the employee's service due to reaching the retirement age</p> <p>1.1 Relevant employee</p>	<p>Stop the employee's salary payment on Bayanati</p> <p>1.2 Relevant employee</p>
	<p>Prepare the insured end of service form, attach a copy of the employee's file and employee's retirement documents and forward them to the Finance Department / Payroll Section through Bayanati</p> <p>1.8 Relevant employee</p>	<p>Send the original copy of the financial procedure and the insured form to the General Authority for Pensions and Social Security in case of Emirati employees</p> <p>1.10 Relevant employee</p>
<p>Relevant department</p>	<p>Complete the clearance procedures from the organizational units within the Ministry or the federal entity or from the official authorities outside the workplace</p> <p>1.3 Relevant employee</p>	
<p>Finance Department</p>	<p>Review the insured end of service form and attach a copy of the employee's file and retirement documents</p> <p>1.9 Relevant employee</p>	<p>For non-citizens, the end of service gratuity is paid through Bayanati</p> <p>1.11 Relevant employee</p>
	<p>End</p>	
	<p>Review the leave balance of the retired employee to determine his/her eligibility for the cash amount in lieu of leave balance</p>	<p>Verify the final file of the employee after completing the clearance procedures</p> <p>1.4 Relevant employee</p>

	through Bayanati 1.5 Relevant employee	
	Enter the retirement details into Bayanati and keep the supporting documents in the employee's file 1.6 Relevant employee	Prepare the financial procedures to end the employee's service due to reaching retirement age and the balance of leaves as approved by the Director of HR Department through Bayanati 1.7 Relevant employee

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

4.1 Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage service extension process:

#	Procedure steps	Organizational unit	Responsibility
1	Prepare the list of employees who reached the retirement age	HR Department	Employee in charge at the HR Department
2	Addressing the relevant departments concerned with the employee's retirement age to consider the extension or non-extension of service	HR Department	Director of HR Department
3	Discuss the list of retirees and recommend either to end or extend their services	Relevant department / senior management	Director of HR Department
4	In the event that end of service is recommended, the employee shall be notified of the date on which his/her service will end	HR Department	Employee in charge at the HR Department
5	Coordinate to issue the decision of the relevant authority to end the service by the senior management and inform those concerned about the decision	HR Department	Employee in charge at the HR Department

6	<p>After obtaining the initial approval of the senior management, the procedures are completed through "Itimad service", taking into account the following:</p> <p>a. If the insured citizen reaches the retirement age (60 years) and reached the legal period required for entitlement to the pension, and the employer wishes him/her to continue his/her service, then a ministerial decision from the relevant minister or his delegate shall be required to duly approve the extension of service.</p> <p>b. If an Emirati employee (the insured) reaches the age of retirement and does not meet the other conditions contemplated in the Pensions and Social Security Law in terms of completing working period and is found to be not meeting the required legal period to be entitled to pension, he/she will continue to work until one of the reasons for end of service specified by law, including reaching the age of retirement with all the requirements specified in the Pensions Law, is attained.</p>	HR Department	Employee in charge at the HR Department
7	After the approval from "Itimad service of" a ministerial decision or a decision by the authorized representative is issued to extend the service of the employee	HR Department	Director of HR Department
8	The relevant department and the employee shall be notified of the service extension decision after being duly issued and approved.	HR Department	Employee in charge at the HR Department
9	Keep the decision and documents in the employee's file	HR Department	Employee in charge at the HR Department

4.2 Procedure flowchart

Service extension

HR Department	<p>Start ↓</p> <p>Prepare the list of employees who reached the retirement age</p> <p>1.1 Relevant employee</p>	<p>Addressing the relevant departments concerned with the employee's retirement age to consider the extension or non-extension of service</p> <p>1.2 Relevant employee</p>
	<p>The relevant department and the employee shall be notified of the service extension decision after being duly issued and approved.</p> <p>1.8 Relevant employee</p>	<p>Keep the decision and documents in the employee's file</p> <p>1.9 Relevant employee</p>
End		
Relevant department / senior management	<p>Discuss the list of retirees and recommend either to end or extend their services</p> <p>1.3 Director of HR Department</p>	
	<p>Coordinate to issue the decision of the relevant authority to end the service by the senior management and inform those concerned about the decision</p> <p>1.5 Relevant employee</p>	<p>In the event that end of service is recommended, the employee shall be notified of the date on which his/her service will end</p> <p>1.4 Relevant employee</p>
	<p>After obtaining the initial approval of the senior management, the procedures are completed through "Itimad service"</p> <p>1.6 Relevant employee</p>	<p>After the approval from "Itimad service of" a ministerial decision or a decision by the authorized representative is issued to extend the service of the employee</p> <p>1.7 Director manager</p>

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps

- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

Section Seven

Policies and procedures for managing time and attendance

First: Introduction

Commitment to working hours stipulated in the Law is one of the most important ways to achieve the employees' goals and put the plans assigned to them into action. Observing working hours is noticeably one of the ways through which employees' annual evaluation is conducted. In accordance with the concept of modern management, the system of flexible working hours is applied as part of a specific framework according to the decisions made in this regard, ensuring that the working hours stipulated in the Human Resources Law in the Federal Government, as amended, and the Implementing Regulations thereof, are adhered to. To relieve the pressure on the employee, he/she shall be given more flexibility in time and attendance in accordance with the terms and conditions in this regard. Employees shall also be allowed to leave their workplace early for certain reasons stipulated in the Law and in accordance with the terms and conditions set forth in the Law and the Implementing Regulations thereof.

This section will tackle the policies, conditions and controls in managing time and attendance in accordance with the federal laws and regulations rendered in this respect.

Second: Objectives

- To clarify the policies, conditions and controls related to the management of time and attendance, as appropriate, to be followed by the relevant personnel at the HR Department, managers and all relevant employees.
- Commitment to working hours reflects the employee's commitment to achieve the objectives of the Ministry / federal entity.
- The flexible working hours system leads to increased job satisfaction and the development of a sense of belonging and loyalty to the Ministry / federal entity for showing interest in the needs and social conditions of its employees.

Third: Policy

a. Legal reference (related articles)

The policies in this section are related to the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations, as explained below:

Legal reference	Related articles
Human Resources Law in the Federal Government No. (11) of 2008 as amended	(Article 74)
Implementing Regulations of the Human Resources Law in the Federal Government	(Articles 100-102 and Article 103)

b. Terms and conditions (general provisions):

Observing official working hours:

1. All employees shall observe the specified working hours and sign in electronically or through any other means to record the actual reporting time and attendance on the fixed timings. Undersecretaries and Assistant Undersecretaries and the like shall be excepted from the signing requirement.
2. The Minister or the chairman of the federal entity or the deputy thereof may exempt from this obligation any of the employees if the nature of their work so requires.
3. The employee shall inform his/her line manager if he/she is unable to report to and leave office at the official working hours for urgent circumstances.
4. Working time shall be allocated for performing duties. It is not permissible to leave the workplace at official working hours without a prior permission from the line manager.
5. The line manager shall be responsible for reporting the employee's commitment to the official working hours and to take the necessary disciplinary measures against the employee in case of absence or failure to observe official working hours without an acceptable excuse to the line manager, in accordance with the schedule of penalties specified in Article (103) of the Regulations and Section Eight of this Guide.
6. The HR Department shall ensure that line managers are in a position to follow up their employees' compliance with their official duties and to hold them accountable in this respect. In the event that a line manager fails to comply with this, the HR Department may refer him to Violations Committee to investigate the matter.

Working days and hours:

The days and number of official working hours in ministries and federal entities shall be determined throughout the year as follows:

- Official working hours start from Sunday to Thursday, from 7:30 am to 2:30 pm.
- Official working hours during the holy month of Ramadan start from 9 am to 2 pm.
- The Minister may adopt a regulation governing the flexible working hours according to work needs and within the number of official hours per week.
- The weekend in the ministries and federal government entities will be on Friday and Saturday.
- The official holidays of the ministries and federal entities in the State are as follows:

Occasion	Month	Number of days
Islamic New Year	1 st Muharram	One day
Prophet's Birthday	12 th Rabee Awal	One day
The night of Al-Israa and Al-Meraaj	27 Rajab	One day
National day	2 - 3 December	Two days
Eid al-Fitr	Beginning from 29 th Ramadan until 3 rd Shawwal	—————
Eid al-Adha vigil	9 Dhu al-Hijjah	One day
Eid al-Adha	10.11.12 Dhu al-Hijjah	Three days
New Year's Eve	1 st January	One day

- Except for holidays associated with Eid, any official holidays set forth in the preceding paragraph may be carried over to the beginning or the end of the week if they occur between two working days and the official holiday may not be carried over or compensated if it coincided with another public holiday or weekend.

Shifts system:

- The Ministry or the federal entity may apply the shifts system to all or some of its jobs or organizational units, according to the conditions and requirements of work, provided that the total number of working hours does not exceed (48) hours per week.

Overtime compensation system:

The employee shall be entitled to compensation for the overtime he/she is assigned in non-official working hours under the following conditions:

1. The employee is assigned to additional work after the official working hours.
2. Assignment is issued in writing by the line manager and approved by the relevant Department Director and the assistant undersecretary (or his representative), including the nature of the work to be performed by the employee and the number of working hours required to be completed.
3. Payment of cash compensation for overtime is limited to employees on the fourth grade or below.

4. The number of additional hours is calculated after completing the official working hours (35) hours per week.
5. Compensation may be granted as a leave against overtime hours, on the basis that one day of leave equals (7) working hours.
6. Compensation for overtime shall not exceed 30% of the basic salary per month, and a maximum of (1000) Dirhams per month.
7. Disbursement on overtime shall not exceed the allocated provisions in the budget of the Ministry or the federal entity.
8. The additional work carried out should be in line with the actual work needs.

Compensation for work on weekends:

- The line manager may direct the employee to work on weekends, in accordance with work requirements and interest.
- The employee assigned to work on weekends shall be given days in lieu of and equal to the number of weekends he/she worked on.
- If the weekend falls on official business days, the employee may be given days equivalent to the weekends that fall within the official work duties, as the case may be.
- In all cases, the employee cannot be given cash allowance for the weekends he/she worked on.

Compensation for work on public holidays:

- The line manager may direct the employee to work on an official holiday, in accordance with work requirements and interest.
- The employee assigned to work on public holidays shall be given days in lieu of and equal to the number of holidays he/she worked on and part of a day shall be deemed to be a full day
- The employee entitled to overtime compensation may choose between the compensation with days equal to the number of public holidays during which the employee was assigned to work, or to request payment of overtime compensation for the actual time worked during public holidays.

- Without prejudice to the above, if public holidays occur on official business days, the employee shall be given days equivalent to public holidays which coincided with official business days.

For more details on the relevant terms, conditions and controls, please refer to FAHR's official website to review the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations.

Section Eight

Policies and procedures of administrative violations, and employees' grievances and complaints management

First: Introduction

A disciplinary offense is defined as a breach of employee's duties, which gives the competent disciplinary authority at his/her workplace the right to punish him/her within the limits prescribed by law.

Accordingly, the disciplinary offense means breaking the laws, regulations and rules in force at the workplace, which each employee must comply with in accordance with the established rules in this regard. If such rules are violated, the employee shall be deemed to have committed a disciplinary offense.

However, job violations cannot be determined exclusively, which means that it is not possible to impose a disciplinary penalty for each violation separately. This is why the legislator must specify a list of the penalties that may be imposed on the employee, leaving the Violations Committee to choose the appropriate penalty according to what is stipulated in the HR Law, as amended and its Implementing Regulations. At the same time, the legislator ensured that the employee has the right to appeal against any decision or administrative procedure rendered against him/her before the Grievance Committee and then the Objection Review Committee in the federal government formed at the FAHR, according to the terms and conditions set forth for this purpose.

Accordingly, this section will tackle the procedures applicable in managing violations, administrative penalties, employees' grievances and complaints, and terms and conditions in accordance with the Human Resources Law, as amended and its Implementing Regulations, as well as the mechanisms for managing violations, administrative penalties and employees' grievances.

Second: Objectives

- Clarifying the procedures related to the management of violations and administrative penalties, employees' grievances and complaints and duly document them to be applied by those concerned in the committees of violations and grievances and the HR Department and all employees.
- Clarifying procedures for managing violations related to official working hours and to impose penalties and duly document them to be enforced by those concerned (line manager and the HR Department).
- Raising legal awareness among employees.

- Identify the guarantees that lead to a safe working environment for employees in terms of preserving their right to file grievances and objections which in turn promotes their sense of job security.
- Ensure that the employee complies with the approved professional conduct standards.
- Improve employees’ performance in a neutral and impartial work environment.
- Seek equality and justice for all federal government employees.
- Protect rights of both employees and employers.
- Limit recourse to federal courts.

Third: Policy

a. Legal reference (related articles)

Procedures in this section are related to the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations, as explained below:

Legal reference	Related Articles
Human Resources Law in the Federal Government No. 11 of 2008 as amended.	Job violations (Article 81) Administrative penalties (Article 83) Grievances (Articles 95-100) Employees’ complaints (Article 99)
Implementing Regulations of the Human Resources Law in the Federal Government.	Job violations (Article 91) Grievances (Articles 108-111) Employees’ complaints (Article 120)

b. Terms and conditions (general provisions)

Job violations and administrative penalties for federal government employees (not related to the official working hours):

First: The authority in charge of discipline in the Ministry or the federal entity

The authority in charge of discipline in the Ministry or the federal entity shall be the Violations Committee. The Committee ensures transparency in terms of conducting

investigations and hearing the witnesses' statements and reviewing documents, data and other means that guarantee the rights of both the employee and the employer.

The Committee shall be constituted by a decision of the Minister, and shall examine violations committed by employees – except for offenses connected with official working hours which fall within the authority of the line manager – and administrative penalties provided for in Article 83 of the Human Resources Law as amended, except for the penalty of termination. If the Violations Committee considers that the committed violation deserves termination, it shall submit a recommendation of termination to the authority in charge of appointment to make a decision thereon; this includes:

a. Written reprimand:

It is considered a warning to the employee of the wrong administrative conduct he/she has committed in order not to repeat it; otherwise the employee shall be subject to disciplinary accountability.

b. Written warning:

A severe penalty directed to the employee when he/she commits a violation that deserves a harsher penalty than the previous one, so as not to return in the future to such acts.

c. Deduction from the basic salary not exceeding ten days salary for each violation and not exceeding sixty days per year:

This penalty has direct financial consequences, under which part of the basic salary of the violating employee is deducted. The law does not leave this penalty without limits, rather, it set the rules that guarantee the fairness of the penalty. It states that deduction must not exceed ten days salary for each violation and not more than 60 days a year.

d. Dismissal from service with the right to a retirement pension or end of service gratuity or depriving the employee of a quarter thereof as a maximum:

This penalty is the maximum punishment imposed on an employee, as the employment relationship between the employee and employer ends permanently. Due to the severity of this penalty, the legislator was keen that the Violations Committee should submit a recommendation only to the authority in charge of appointment if the Committee deems that such penalty is proportionate to the committed violation to help the authority make the necessary decision.

Second: How the Violations Committee is formed

The legislator, when forming the Violations Committee, drew up a clear formality requirements that should be observed, including the following:

- a. The Violations Committee shall be formed by a decision issued by the relevant Minister in the Ministry or the chairman of the federal entity.
- b. The Violations Committee shall be headed by the Assistant Undersecretary for Support Services or whoever is in his power in the Ministry or the federal entity.
- c. The members designated in the decision according to which the Committee is formed include representatives of the HR Department and the Department of Legal Affairs.
- d. The Committee shall have a rapporteur, who shall prepare the necessary arrangements, note down the minutes of meetings, recommendations and decisions, and notification thereof.

Note: This way of formation must be adhered to. Otherwise, the decision to form the Violations Committee shall be deemed to be inconsistent with the rules, and its decisions or recommendations will be subject to appeal later due to the invalid formation decision.

Third: Applicable procedures on referring the employee to the Violations Committee

If the employee commits an administrative violation, the following procedures are followed:

1. From the outset if it is found that the violation committed by the employee involves a criminal offense, the line manager shall prepare a memorandum explaining the crime to the Director of the department, who shall in turn submit it to the Undersecretary of the Ministry to take the necessary measures and inform the relevant criminal authorities accordingly.
2. If the violation committed is not a criminal offense, and also falls outside the scope of the official working hours violations, the line manager, whether he knows about the violation on his own or through a complaint or results of the review, and once he knows that one of his employees committed a job violation, must conduct a preliminary investigation with the violating employee. Investigation may be in writing or verbally, provided that the line manager records this in the request to refer the employee to the Violations Committee. The line manager shall then prepare a referral request for the violating employee to the Violations Committee according to the administrative hierarchy as follows:

- The request shall be filed by the employee's line manager to the Director of the Department if the line manager assumes the position of head of department or below, accompanied by all evidence and documents, along with a copy of his preliminary investigation with the violating employee (or refer to the oral inquiry in the request).

- The Director of the Department shall forward the memo concerning the violating employee to the Violations Committee with all its enclosures.

- If the violating employee is at the level of director of department and above, he/she shall be referred to the Committee by the line manager.

Fourth: Procedures to be carried out by the Violations Committee when receiving the referral memo:

1. The Committee's rapporteur shall, after setting the date of the Committee's meeting by the Chairman, prepare a letter of summons for the violating employee to appear before the Committee, indicating the type of violation and the date and place of the meeting, at least five days in advance.

2. The letter or notification shall be signed by the Chairman of the Violations Committee.

3. The rapporteur shall send the notice to the violating employee and a copy thereof to the organizational unit in which the employee is employed (by directly notifying the line manager). Delivery may be by hand, while the date and signature of the violating employee should be recorded on the notification form. If this is not possible, notification shall be sent to the violating employee's official email. A copy of the email should be kept in the violation file brought to the Committee. The line manager may inform the violating employee through the copy that has reached him, provided that the violating employee signs the copy of the notification and record the date, and then resend the same to the rapporteur of the Violations Committee.

4. If the employee does not attend or appear before the Committee after he/she is duly informed at the first time, the rapporteur of the Violations Committee shall notify the employee once again of the same procedures. The second notification shall be prepared by the rapporteur specifying the type of violation attributed to him/her, and the date and place of the hearing, at least three days in advance, provided that the first notification is referred to. The second notification shall be signed by the Chairman of the Committee, where he/she shall be given another time to appear before it. The date shall be notified at least three days before the scheduled date of the next hearing. The rapporteur shall serve the second notification to the violating employee in accordance with the mechanism described in the above paragraph.

5. If the violating employee does not appear before the Committee after the second notification, the Violations Committee may conduct the investigation in his/her absence after ascertaining that the employee has received the due notice.

Investigation means “a set of measures aimed at determining the extent of the disciplinary offense and determining the person responsible for it,” according to the following mechanism, which must be confidential:

- Members shall review exhibits related to investigation;
- The Chairman of the Violations Committee shall recite the facts and violations attributed to the employee, along with supporting evidence in order to enable the employee to submit his/her defenses.
- The employee referred to investigation will respond to the offenses attributed to him, and he may request sufficient time to prepare a memorandum of defense at a later hearing.
- After the deadline, the employee referred to investigation shall submit the defense memorandum. It should be noted here that the Committee cannot allow the employee referred to investigation to bring or retain a lawyer because there is no provision or term allowing the employee to accompany a lawyer while attending the disciplinary investigation.
- The Committee shall hear witnesses' testimonies if any (each witness separately).
- Members of the Committee shall have access to all papers relating to the violation.
- The Committee may request any clarifications related to the investigation from the employee's organizational unit.
- The Committee may, if it deems necessary, seek expert consultation in technical matters relating to the violation.

The Minister or his delegate may, upon a recommendation from the Violations Committee, temporarily suspend the employee referred to investigation and suspend the payment of half of his/her salary for a period not exceeding three months. If the employee is acquitted or investigations are terminated, or the employee is reprimanded or received a warning, the employee's suspended salaries shall be paid to him/her. If the employee receives a harsher penalty, the decision on the suspension of the salary shall be subject to discretion of the Violations Committee. The decision to suspend the employee's employment shall be issued by the Minister or his delegate upon a recommendation from the Committee.

- If the employee referred to investigation submit his/her resignation during the course of the Violations Committee proceedings, the Committee shall continue its work and will not pay attention to his/her resignation request as it is prohibited to accept the resignation

of the employee who is referred to the Violations Committee or to the competent judicial authorities, unless a conclusion decision is made in this regard.

Fifth: The items to be included in the minutes of investigation

The minutes of investigation conducted by the Violations Committee shall be in writing. The rapporteur shall be in charge of noting down the minutes. The minutes should be signed by the rapporteur of the Committee and the employee referred to investigation, in addition to witnesses and experts whose statements have been heard. The minutes should also be signed by the Chairman of the Committee and include the following:

- Date and time of the Committee hearing.
- Names of Committee’s members attending the hearing.
- Name of the employee referred to investigation and all relevant details, such as the job number, the position held by the employee, his/her department... etc.
- Statements of witnesses who have been heard.
- Names of appointed technical experts (if any).
- Record of the statements made by the employee referred to investigation, his/her pleas, and any evidence or documents produced to the Committee.

The member of the Committee, who represents the Department of Legal Affairs, shall ensure that the minutes have been prepared in the proper legal manner.

Following the conclusion of the investigation, deliberation and discussions among the members, the Violations Committee shall, in light of the data presented, take one of the following decisions unanimously or by the majority of votes (in the event of a tie, the Chairman’s side shall prevail) provided that it is substantiated and approved by its Chairman:

a. Terminate the investigation if the Committee finds out that:

- The violation for which the employee is referred to investigation is not correct.
- Insignificance: in the event that the Committee finds that the violation attributed to the employee does not deserve a penalty.
- Insufficient evidence.

b. Identify the responsibility of the employee referred to investigation for all or part of the alleged violations and impose one of the penalties mentioned above taking

into account that the penalty should be commensurate with the violation committed by the employee.

However, the Violations Committee should take into account the following three points:

1. If the Committee finds that the employee committed a financial violation, the Committee shall prepare a written memorandum signed by the Chairman of the Committee, and enclose all documents and evidence confirming the contents thereof. It shall then submit the same to the Minister or the head of the federal entity through the Undersecretary of the Ministry or the like to consider whether to refer the matter to the State Audit Institution for investigation in accordance with the law of its establishment. In this case, the Committee shall suspend its proceedings until recommendations are received from the State Audit Institution regarding the penalties to be imposed on the violating employee, and then proceed to render decisions with the recommended penalties from the State Audit Institution, even if they are contrary to the penalties provided for in Article 83 of the HR Law, taking into account that if the penalty should be termination of the employee, the Committee should make a recommendation rather than a decision in this respect.

2. If the Committee finds that the act committed by the employee constitutes a criminal offense, the Committee shall submit a written recommendation signed by the Chairman of the Committee to the Minister or the head of the federal entity, through the Undersecretary of the Ministry or the like, to refer the employee who did the act to the competent investigation authority, (the police, the Public Prosecution, the judiciary) to take the necessary procedures with the employee referred to them in accordance with the rules applicable in this regard, noting that the referral of the employee to the competent investigation authority does not prevent the Violations Committee from imposing administrative penalty on that employee (the perpetrator), unless the act in the disciplinary offense depends on settling the criminal offense, and if so, the Committee should suspend its proceedings and wait until the competent court renders its criminal judgment. Once the judgment is handed down with regard to the employee, the Committee must abide by it.

3. If the Violations Committee considers that the act or violation committed by the employee deserves the penalty of termination, it shall prepare a recommendation signed by the Chairman of the Committee, including this penalty with justifications thereof, and submit the same through the Undersecretary or the like or the relevant minister, as the case may be, to the authority in charge of appointment.

Sixth: Procedures for penalty execution

Following the Violations Committee's decision or adoption of its recommendations, the following procedures should be taken:

- The Committee's rapporteur shall be responsible for delivering the copy of the penalty decision to the employee referred to investigation, provided that it is signed and marked with the date of notification and receipt thereof. If this is not possible, the violating employee shall be notified through his/her official email, and a copy of the email shall be kept in the file of the violation brought to the Committee.

- A copy of the penalty shall be sent to the organizational unit in which the employee works (line manager).

- The HR Department shall enforce the penalty decision issued by the Violations Committee, whether by contacting the Finance Department if the penalty decision has a financial side, such as salary deduction or termination of service, in order to take necessary action in this respect or keep copies of penalties in the employee's file in case of reprimand or warning.

- The HR Department shall keep a copy of penalty decisions rendered against the violating employee in his/her job file.

Grievances:

After the decision of the Violations Committee against the violating employee or adoption of the Committee's recommendation to terminate the employee and in case a decision is rendered by the authority in charge of appointment or any other decision or action not connected to the Violations Committee is made against the employee, the employee may within two weeks from the date of being notified of the decision or the procedure submit a written grievance to the Grievance Committee to appeal against the decision or action against him/her. However, this does not include the following:

- Performance evaluation grievances as they have a specific mechanism according to the performance management system.

- Complaints or objections relating to working hours, job grade, salary, or remuneration, where grievance is prohibited under Article (99) of the Human Resources Law.

First: How the Grievance Committee is formed

The Grievance Committee shall be formed in each Ministry or federal body by a decision of the relevant minister. The Committee will be made up of a number of members, only provided that no member of the Grievance Committee shall be a member of the Violations Committee whose decisions are appealed before the Grievance Committee.

Second: Mechanism of the Grievance Committee's work

It is the employee himself/herself who should file a grievance to the Grievance Committee. If the employee against whom a decision or administrative penalty is imposed wishes to file a grievance:

- An employee who wishes to file a grievance within the timeframe specified by law, which is two weeks from the date of being notified of the decision or penalty issued by the Violations Committee, or any other decision or penalty issued against him/her, must submit a written grievance indicating (the date of the grievance submission), the name of the employee, his/her job number and department, and explaining the subject and the grounds for the grievance. He/she should enclose with the grievance the administrative decision or penalty issued against him/her and any supporting evidence or documents.

- The Chairman of the Committee shall invite members of the Committee to a meeting to hear the grievance submitted to the Committee at the time and place he determines.

- The Committee shall review the grievance and ensure that it meets the formal requirements and that it has been submitted within the legal deadline (two weeks) and that the grievance is not made against any of the cases that may not be appealed as mentioned above, such as grade, salary, etc.

- The Committee shall consider the grievance and has the right in this regard to hear statements of witnesses, experts or otherwise or return the file to the Violations Committee to complete any deficiencies or requests.

- After hearing the issue and deliberation, the Grievance Committee shall issue its decision on the grievance unanimously or by the majority of votes (the Chairman's side shall prevail) and the content of its decision shall indicate the following:

- Either to reject the grievance;
- Admit the grievance and modify the penalty; or
- Admit the grievance and cancel the penalty.

In all cases, the Grievance Committee may not modify the penalty by imposing a more severe penalty than the appealed one. The decisions of the Grievances Committee shall be final in the grievances brought to it in respect of reprimand and warning.

Third: Mechanism for implementing the decision of the Grievance Committee

After the Grievance Committee issues its decision, the Committee's rapporteur and in the absence of a rapporteur, any member assigned by the Committee's Chairman, shall notify the decision of the Committee to the complaining employee and ask him/her to

sign a receipt indicating the date of the notification. If this is not possible, a copy of the decision shall be sent to the organizational unit of the complaining employee (line manager) and another copy to the HR Department for the implementation of the content of the decision, and a copy thereof shall be kept in the file of the relevant employee.

Fourth: Filing objection to the Objection Review Committee

After the decision of the Grievances Committee has been issued and duly served to the employee by the Committee, the employee may, if the Grievance Committee's decision contains a penalty that falls outside the scope of reprimand or warning, within a period not exceeding three weeks from the date of being notified of the Grievance Committee's decision, submit a signed written objection to the Objection Review Committee in the Federal Government formed at FAHR by a decision of FAHR's Chairman.

Fifth: How to object

After the employee has been informed of the decision of the Grievance Committee which, he/she may, if the decision is outside the scope of reprimand or written warning, submit an objection according to the following procedures:

- Prepare a written objection stating the name, employer, job grade, his/her position, the reasons and grounds on which the objection is based.
- Submit the objection copy along with the decision of the Violations Committee and the decision of the Grievance Committee which he/she rejects to the Office of the Director General of the FAHR, in his capacity as Chairman of the Committee.
- After receiving the copy of the grievance with the documents and all attachments, a letter is prepared for the complaining employee's employer by the Chairman of the Committee to indicate that the grievance was reviewed.
- After receiving the employer's response to the letter addressed to them, the members of the Committee shall be provided with a copy of the objection and the exhibits thereof, and a meeting shall be scheduled for the Committee to consider the objection according to the provisions of the Law and the Implementing Regulations thereof.

The Objection Review Committee's decision shall be rendered as follows:

- Either to uphold or mitigate the decision of the Grievance Committee;
- Return the decision to the objector's employer to be reconsidered; or
- Cancel or stop the decision for lack of evidence.

Sixth: Mechanism for implementing the decision

After the decision of the Committee is issued, the objecting employee shall be notified of the decision and be asked to sign a receipt thereof. If this is not possible, the objecting employee shall be notified through his/her official email, and a copy of the email shall be kept in the file of the objection. In addition, a copy of the decision shall be sent to the objecting employee's employer within 10 working days from the date on which the decision was made. A copy of the Committee's decision shall be kept the objection file.

Violations of official working hours

Due to the importance of the official working hours and commitment thereto in accomplishing the jobs and tasks assigned to the employee, the legislator made certain procedures for this type of violation that are different from the procedures applicable to other job violations. The legislator listed the type of violation and the corresponding penalty in a table in the Implementing Regulations and made the line manager responsible for overseeing this in order to trigger the supervisory relationship between the line manager and his subordinates, as this matter requires quick procedures to address any defect related to the smooth operation and implementation of job duties. For this end, this section regulates the following aspects:

First: Applicable procedures in case the employee commits a violation related to official working hours:

1. The line manager shall determine the type of violation committed by the employee in respect of official working hours, in accordance with the table in the Implementing Regulations (article 103/4), to be clearly described (is it delay or leaving without permission or signature..., etc)
2. The line manager shall contact the HR Department to inform them of the type of violation committed by the employee in order to take the necessary action.
3. The HR Department shall, based on a letter from the line manager, who is primarily responsible for his subordinates' adherence to official working hours, and after the HR Department has ascertained that the violation has been committed according to its approved working hours, impose the appropriate penalty on the violating employee by serving to the violating employee a letter signed by the Director of HR Department or the like, including the type of violation and the penalty imposed on him/her, along with reasons and grounds thereof.
4. Upon imposing a penalty, the HR Department shall observe the gradual nature of the penalties listed in the table, unless the employee repeats the same violation in the same week of the first violation, in which case paragraph 7 below shall apply.
5. If the employee commits the violation for the fourth time within three months from the first violation, the HR Department shall, upon imposing the penalty, double the penalty on the violating employee for the third time as per the table in the Implementing Regulations (for clarification: two boxes were added to the table; i.e. the fourth and fifth

boxes, where the fourth box includes the doubling of the penalty for the third time as stipulated in this paragraph).

6. If the employee commits the violation for the fifth time within three months from the date of the first violation, the HR Department shall submit a memorandum signed by the Director of Human Resources to the Undersecretary of the Ministry or the like, explaining the number and types of violations committed by the employee and the penalties imposed on him/her, and that this violation is made for the fifth time within three months from the date of the first violation, and enclose the penalties imposed for the first to the fourth violations to take appropriate action in respect of the violating employee, including referral to the Violations Committee.

7. If an employee commits more than one type of the violations listed in the first column of the table below in one week, the HR Department shall in this case impose on the violating employee the maximum penalty equivalent to the number of repeated violations.

For example:

An employee who has committed three different violations: reporting late to work, not signing to indicate the actual time of arrival and leaving, and manipulation in recording the time of arrival and leaving. These violations are different in terms of type, but repeated in terms of the number of times; i.e. they are repeated for three times, so the appropriate penalty is the third most severe penalty. According to the table, the most severe penalty is three days of salary deduction, which the prescribed penalty for the manipulation in recording the time of arrival and leaving.

HR Department and the line manager should take the following into consideration:

- No more than one penalty should be imposed on the employee for one violation.
- Deduction from the salary shall not exceed ten days at a time, and sixty days a year, after which the violating employee shall be referred to the Violations Committee .

Second: How to implement penalties issued for violations related to official working hours:

After the penalty is imposed by the HR Department based on the notification by the line manager, the HR Department shall be responsible for:

- Notifying the employee of the penalty imposed on him/her.
- Notifying the line manager of the penalty imposed on the employee according to his notification.
- Executing the penalty if it includes a financial side, such as salary deduction, by informing the Finance Department to enforce the penalty.
- Keep a copy of the penalty in the violating employee's file.

Administrative penalties shall be rescinded in terms of legal effect after the expiry of the time limits specified in Article 104 of the Implementing Regulations, provided that records of the penalties imposed on the employee shall be kept in his/her job file as a reference to the HR Department afterwards.

Table of official working hours violations

Type of violation	Gradual penalty within 3 months					Responsibilities
	First time	Second time	Third time	Fourth time (doubling the third penalty)	Fifth time	
First: Violations related to official working hours without an acceptable excuse						
Late reporting to work for no more than two hours; more than that is treated as absenteeism (in terms of penalty only) as the gross salary is not paid for that day to the employee, noting that this day is not counted towards absenteeism days that are calculated for termination)	Written reprimand	Written warning	One day salary deduction	Two day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department
Absence from work without legal authorization for three days or less	Written warning	One day salary deduction	Two day salary deduction	Four day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department
Absence of work without legal authorization for more than three days and less than ten days	One day salary deduction	Two day salary deduction	Three day salary deduction	Six day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department
Employee shall be deprived of his/her salary for the days of absence						
Second: Violations related to signature						
Failure to sign to indicate actual arrival and leaving time without acceptable excuse	Written warning	One day salary deduction	Two day salary deduction	Four day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department
Manipulation of recording arrival and leaving time	One day salary deduction	Two day salary deduction	Three day salary deduction	Six day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department
Third: Violations related to leaving workplace without permission or acceptable excuse						
Leaving workplace without permission or excuse acceptable to the line manager	Written reprimand	Written warning	One day salary deduction	Two day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department
Fourth: Violations related to actual commitment at the workplace						

Unjustified presence at a place not designated for work	Written reprimand	Written warning	One day salary deduction	Two day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department
Sleeping during working hours/ shift	Written warning	One day salary deduction	Two day salary deduction	Four day salary deduction	Referral to the Undersecretary of the Ministry or the like	Line manager + HR Department

For more details on the relevant terms, conditions and controls, please refer to the FAHR's official website to review the Human Resources Law in the Federal Government No. (11) of 2008 as amended and its Implementing Regulations.

1.1: Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage violations and administrative penalties:

#	Procedure steps	Organizational unit	Responsibility
1	A complaint or notification is received by the line manager stating that an employee has committed an administrative violation	Relevant department	Line manager
2	Conduct a preliminary investigation with the employee against whom a complaint is made (in writing or verbally) to find out the reasons for the violation and give the employee an opportunity to defend himself through the available evidence, and record the results of the preliminary investigation	Relevant department	Line manager
3	Preparing an application to refer the violating employee to the violations committee with all the documents and the preliminary investigation record, or refer to the oral investigation	Relevant department	Line manager
4	Submit the application to the Department Director with all documents	Relevant department	Line manager
5	Submit the application to the Undersecretary of the Ministry or his delegate with the	Relevant sector	Assistant Undersecretary

	attachments		
6	Refer the application to the Violations Committee	Relevant department	Undersecretary of the Ministry or his authorized representative
7	Set a date for Violations Committee meeting	Violations Committee	Rapporteur and Chairman of the Committee
8	Prepare a letter to summon the violating employee five days before the meeting, signed by the Chairman of the Committee	Violations Committee	Committee's Rapporteur
9	Re-summon the violating employee if he does not attend the first time three days before the meeting, signed by the Chairman of the Committee	Violations Committee	Committee's Rapporteur
10	Send notification to the violating employee and a copy thereof to the organizational unit of the employee	Violations Committee	Committee's Rapporteur
11	Consider the referral request and hearing the statements of the violating employee, witnesses and experts	Violations Committee	Committee's Rapporteur
12	If the Committee finds that it is in the interest of the investigation to suspend the violating employee and suspend half of his/her salary upon the recommendation of the Violations Committee and the decision of the relevant minister concerned or his delegate, a decision to convict the employee or not is rendered or a recommendation on the	Violations Committee	Chairman of the Violations Committee

	employee		
13	Contact the State Audit Institution if it is found that the violation involves a financial irregularity	Violations Committee through the Undersecretary of the Ministry or the like	Relevant minister or head of the federal entity
14	Refer the violating employee to the judicial authorities if it is found that the violation constitutes a criminal offense	Violations Committee through the Undersecretary of the Ministry or the like	Relevant minister or head of the federal entity
15	Serve to the employee a copy of the Committee's decision	Violations Committee	Committee's Rapporteur
16	Send a copy of the Committee's decision to the organizational unit of the employee (line manager) and another copy to the HR Department	Violations Committee	Committee's Rapporteur
17	Implement the decision of the Committee if it includes a financial side for deduction or termination through Bayanati system	Violations Committee/ HR Department	Employee in charge at the HR Department
18	Keep the decision issued by the Committee or the referral to the State Audit Institution or the judicial authorities in the violating employee's file.	HR Department	Employee in charge at the HR Department

2.2 Procedure flowchart

Violations and administrative penalties

Relevant department	<p>Start</p> <p>A complaint or notification is received by the line manager stating that an employee has committed an administrative violation</p> <p>1.1 Line manager</p>	<p>Conduct a preliminary investigation with the employee against whom a complaint is made (in writing or verbally) to find out the reasons for the violation and give the employee an opportunity to defend himself through the available evidence, and record the results of the preliminary investigation</p> <p>1.2 Line manager</p>
Violations Committee	<p>Send notification to the violating employee and a copy thereof to the organizational unit of the employee</p> <p>1.10 Committee's rapporteur</p>	<p>Consider the referral request and hearing the statements of the violating employee, witnesses and experts</p> <p>1.11 Committee's rapporteur</p>
	<p>If the Committee finds that it is in the interest of the investigation to suspend the violating employee and suspend half of his/her salary upon the recommendation of the Violations Committee and the decision of the relevant minister concerned or his delegate, a decision to convict the employee or not is rendered or a recommendation on the employee.</p> <p>1.12 Committee's Chairman</p>	<p>Contact the State Audit Institution if it is found that the violation involves a financial irregularity</p> <p>1.13 Relevant minister or head of the federal entity (Violations Committee through the undersecretary or the like)</p>
HR Department	<p>Flowchart key:</p> <ul style="list-style-type: none"> - Horizontal path: Refers to relevant departments - Squares: Refer to operations included in procedure - Numbers in squares: Refer to sequence of steps - To read the flowchart, begin from the start and follow the sequence of steps according 	

	<p>to sequence of numbers below each square.</p> <p>- Green color indicates that the procedure is made through Bayanati system.</p>		
	<p>Preparing an application to refer the violating employee to the violations committee with all the documents and the preliminary investigation record, or refer to the oral investigation.</p> <p>1.3 Line manager</p>	<p>Submit the application to the Department Director with all documents</p> <p>1.4 Line manager</p>	<p>Refer the application to the Violations Committee</p> <p>1.6 Line manager</p>
	<p>Submit the application to the Undersecretary of the Ministry or his delegate with the attachments</p> <p>1.5 Assistant Undersecretary</p>		
	<p>Re-summon the violating employee if he does not attend the first time three days before the meeting, signed by the Chairman of the Committee</p> <p>1.9 Committee's rapporteur</p>	<p>Prepare a letter to summon the violating employee five days before the meeting, signed by the Chairman of the Committee</p> <p>1.8 Committee's rapporteur</p>	<p>Set a date for Violations Committee meeting</p> <p>1.7 Committee's rapporteur and chairman</p>
	<p>Refer the violating employee to the judicial authorities if it is found that the violation constitutes a criminal offense</p> <p>1.14 Relevant minister or head of the federal entity (Violations Committee through the undersecretary or the like)</p>	<p>Serve to the employee a copy of the Committee's decision</p> <p>1.15 Committee's rapporteur</p>	<p>Send a copy of the Committee's decision to the organizational unit of the employee (line manager) and another copy to the HR Department</p> <p>1.16 Committee's rapporteur</p>
	<p>End</p>	<p>Keep the decision issued by the</p>	<p>Implement the decision of the</p>

		Committee or the referral to the State Audit Institution or the judicial authorities in the violating employee's file. 1.18 Relevant employee	Committee if it includes a financial side for deduction or termination through Bayanati system 1.17 Relevant employee
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2. 1 Procedures and implementation mechanism

The following are the most important steps for the procedures required to manage the grievance process:

#	Procedure steps	Organizational unit	Responsibility
1	The employee shall submit a written grievance to the Grievance Committee within a period not exceeding two weeks from the date of being notified of the penalty decision issued by the Violations Committee or any other decision against him/her, along with the decision subject of the grievance	Relevant department	Complaining employee
2	Receive the grievance and the supporting documents	Grievance Committee	Committee's rapporteur
3	Review and verify the grievance and ensure that the grievance is not part of the cases that cannot be appealed	Grievance Committee	Committee members

4	Make the decision in accordance with the provisions of the Law and Regulations	Grievance Committee	Chairman of the Committee
5	If the grievance is dismissed, the decision shall be notified to (the complaining employee, the employee's department, the HR Department)	Grievance Committee	Committee's rapporteur
6	Keep a copy of the decision in the employee's file	HR Department	Employee in charge at the HR Department
7	If the grievance is admitted, whether by canceling the penalty or modifying the administrative penalty, the decision shall be notified to (the relevant employee concerned, the employee's department, the HR Department)	Grievance Committee	Committee's rapporteur
8	Implementation of the decision rendered by the Grievance Committee	HR Department	Employee in charge at the HR Department

2.2 Procedure flowchart

Grievances

Relevant department	<p>Start</p> <p>The employee shall submit a written grievance to the Grievance Committee within a period not exceeding two weeks from the date of being notified of the penalty decision issued by the Violations Committee or any other decision against him/her, along with the decision subject of the grievance</p> <p>1.1 Complaining employee</p>		
Grievance Committee	<p>Review and verify the grievance and ensure that the grievance is not part of the cases that cannot be appealed</p> <p>1.3 Committee members</p>	<p>Receive the grievance and the supporting documents</p> <p>1.2 Committee's rapporteur</p>	
	<p>Make the decision in accordance with the provisions of the Law and Regulations</p> <p>1.4 Chairman of the Committee</p>	<p>If the grievance is dismissed, the decision shall be notified to (the complaining employee, the employee's department, the HR Department)</p> <p>1.5 Committee's rapporteur</p>	
	<p>If the grievance is admitted, whether by canceling the penalty or modifying the administrative penalty, the decision shall be notified to (the relevant employee concerned, the employee's department, the HR Department)</p> <p>1.7 Committee's rapporteur</p>		
HR Department	<p>End</p>	<p>Implementation of the decision rendered by the Grievance Committee</p> <p>1.8 Relevant employee</p>	<p>Keep a copy of the decision in the employee's file</p> <p>1.6 Relevant employee</p>

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.

3.1 Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage the Objection Review Committee:

#	Procedure steps	Organizational unit	Responsibility
1	The employee files a written objection supported by the supporting documents accompanied by the decision of the Grievance Committee to the Objection Review Committee to consider the objections within a period not exceeding three weeks from the date of being notified of the decision	Employee's department	Objecting employee
2	Receive the copy of the grievance with the documents including the decision of the Grievance Committee	FAHR	Office of the Director-General (Chairman)
3	Contact the Undersecretary of the Ministry or his representative in the workplace of the objecting employee to indicate that the objection has been reviewed within a period not less than 7 working days	Objections Committee	Chairman of the Committee and Rapporteur
4	Receive replies from the employer of the objecting employee	FAHR	Chairman of the Committee and Rapporteur
5	Provide members of the Committee with a copy of the grievance and contact the employer and inform him/her of the date of the meeting	Objections Committee	Committee's rapporteur
6	The meeting shall consider the objection and consider it according to the provisions of the Law and the Implementing Regulations.	Objections Committee	Committee members
7	The decision of the Objections	Objections	Chairman of the

	<p>Review Committee shall be rendered after deliberation, which may be one of the following decisions:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Approve or mitigate the decision of the Grievance Committee <input type="checkbox"/> Cancel or dismiss the decision for lack of evidence <input type="checkbox"/> Return the decision of the employee's employer for reconsideration 	Committee	Committee
8	<p>Notify the employee in writing of the Committee's decision with a statement of reasons within 10 working days from the date of the decision and inform the employee's employer as well</p>	Objections Committee	Committee's rapporteur

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.

3.2 Procedure flowchart

Objection Review Committee

Employee's relevant department	Start →	The employee files a written objection supported by the supporting documents accompanied by the decision of the Grievance Committee to the Objection Review Committee to consider the objections within a period not exceeding three weeks from the date of being notified of the decision 1.1 Objecting employee
Federal Authority for Government Human Resources	Receive replies from the employer of the objecting employee 1.4 Office of the Director-General (Chairman of the Committee)	Receive the copy of the grievance with the documents including the decision of the Grievance Committee 1.2 Office of the Director-General (Chairman of the Committee)
Objections Committee	Contact the Undersecretary of the Ministry or his representative in the workplace of the objecting employee to indicate that the objection has been reviewed within a period not less than 7 working days 1.3 Chairman of the Committee and Rapporteur	
	Provide members of the Committee with a copy of the grievance and contact the employer and inform him/her of the date of the meeting 1.5 Committee's rapporteur	The meeting shall consider the objection and consider it according to the provisions of the Law and the Implementing Regulations. 1.6 Committee members
	The decision of the Objections Review Committee shall be rendered after deliberation, which may be one of the following decisions: <input type="checkbox"/> Approve or mitigate the decision of the Grievance Committee <input type="checkbox"/> Cancel or dismiss the decision for lack of evidence <input type="checkbox"/> Return the decision of the employee's employer for reconsideration 1.7 Chairman of the Committee	

	<p>Notify the employee in writing of the Committee's decision with a statement of reasons within 10 working days from the date of the decision and inform the employee's employer as well</p> <p>1.8 Committee rapporteur</p>
	<p>End</p>

4.1 Procedures and implementation mechanism:

The following are the most important steps for the procedures required to manage the official working hours violations:

#	Procedure steps	Organizational unit	Responsibility
1	Determine the type of violation committed by the violating employee	Employee's relevant department	Line manager
2	Contact the HR Department to inform them of the type of violation	Employee's relevant department	Line manager
3	Impose the appropriate penalty on the employee based on the table annexed to the Regulations pursuant to the line manager's recommendation (through Bayanati)	HR Department	Director of HR Department
4	Notify the employee of the penalty imposed on him/her	HR Department	Employee in charge at the HR Department
5	Notify the line manager of the penalty imposed on the employee upon his notification	HR Department	Employee in charge at the HR Department
6	Execution of the penalty if it includes a financial breach such as deduction by notification of the Finance Department to implement that penalty	HR Department / Finance Department	Employee in HR Department / Specialist in Finance Department
7	Keep a copy of the penalty in the violating employee's file	HR Department	Employee in charge at the HR Department

4.2 Procedure flowchart

Violations of official working hours

Employee's relevant department	Start	
	Determine the type of violation committed by the violating employee 1.1 Line manager	Contact the HR Department to inform them of the type of violation 1.2 Line manager
HR Department	Notify the employee of the penalty imposed on him/her 1.4 Relevant employee	To impose the appropriate penalty on the employee offender from the reality of the table annexed to the Regulations pursuant to the direct recommendation of the President (through my system) 1.3 Director of the department
	Notify the line manager of the penalty imposed on the employee upon his notification 1.5 Relevant employee	
	Keep a copy of the penalty in the violating employee's file 1.7 Relevant employee	End
HR Department / Finance Department	Execution of the penalty if it includes a financial breach such as deduction by notification of the Finance Department to implement that penalty 1.6 Relevant employee in both departments	

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

Section Nine

Policies and procedures for managing employees' records

First: Introduction

Keeping files and records of employees is a necessary and important means to ensure the ease of reference in all aspects related to employee's work, and in the main file of the employee - who holds a unified number - all documents of the employee are kept throughout the period of his/her service, as a history of the working relationship between the Ministry or the federal entity and the employee, from the beginning of the employment application to the end of the employee's service. These records are kept in the designated places to ensure the confidentiality of information contained therein. Access to the contents of files and records is given to specialists in the HR Department under the supervision of the department director. Records are constantly updated.

This section will discuss the policies and procedures applicable in the management of employees' records and files and the conditions and controls applicable in accordance with the federal laws and regulations rendered in this regard, in addition to procedures and mechanisms for the implementation of employees' records and files management and related activities.

Second: Objectives

- Develop standard policies and procedures to manage employees' files and records.
- Keep all employees' documents throughout the entire period of service.
- Guarantee the right of the ministry or the federal body and the employee through documentation.
- Support decisions related to employees with certified documents.

Third: Types of employees' files and records

Paper file: is the file in which all documents relating to the employee are kept from the beginning of his/her appointment to the end of his/her service with the ministry or the federal entity.

Electronic archiving: It is the archiving of all documents related to the employee from the beginning of his/her appointment to the end of his/her service with the ministry or the federal entity using a scanner.

Fourth: Terms and conditions (general provisions)

- a. Conditions to be met in the places where files are kept:

- Protect the places where files and records are kept from loss or damage, ensuring that firefighting equipment is installed at the place where files and records are kept.
- Ventilation and proper lighting.
- Easy access to files by designing the place in an organized and secure manner.
- Select specific people only to access file storage places, to maintain the confidentiality and contents of files and records.
- The employee authorized to access the employees' files may not keep copies thereof or disclose the secrets made known to him/her and should hand over what is in his/her custody upon end of service.

b. Contents of employees' files and records:

- Documents relating to the employee's job history with the Ministry / federal entity
 - Employee's letter of job application (if any).
 - Official documents of the employee which were submitted upon applying for the job (e.g. passport copy, family book, ID card, etc.).
 - Duly certified copies of employee's certificates.
 - Duly certified copies of the employee's previous practical experience certificates.
 - Approval in Itimad service.
 - Job description.
 - Letter of job offer.
 - The employment contract signed between the Ministry / federal entity and the employee and any amendments thereto.
 - Data and information related to employee's address and emergency contact numbers.
 - Employee induction program schedule.
 - The employee receipt record of work custody.
 - Letters of transfer / promotion / secondment / training and the like.
 - Leave balances and any other leave taken by the employee during the period of service.
 - Any other employment documents.
- Documents related to employee's performance development and improvement.

- Copies of performance assessments and individual development plans.
 - Records of commitment to time and attendance.
 - Performance Improvement Plan.
 - Reports of disciplinary procedures.
 - Suggestions from the employee.
 - Certificates of appreciation.
 - Copies of training certificates.
 - Complaints from clients or colleagues against the employee.
- Documents for end of service.
- Request of employee resignation / referral to retirement / termination of employee services in the Ministry / federal entity.
 - Documents for the end of service such as final financial procedure including end of service gratuity or retirement and paid leaves.
 - Exit interview form.

1.1 Procedures and implementation mechanism

The following are the most important steps for the procedures required to manage the employees' records (the procedure is performed through Bayanati in paperwork):

#	Procedure steps	Organizational unit	Responsibility
1	A file is created for the new employee and all employee's documents are kept at the time of issuing the appointment decision.	HR Department	Employee in charge at the HR Department
2	The file content is categorized and kept in the Employee Files and Records Section.	HR Department	Employee in charge at the HR Department
3	The file is updated with all the employee's documents such as the decisions related to him/her and the annual performance evaluation.	HR Department	Employee in charge at the HR Department
4	Employee details are updated periodically in the employee's file	HR Department	Employee in charge at the HR Department
5	A copy of the employee's file is made to the external federal entities in cases of assignment, transfer and secondment in accordance with the relevant procedures (if necessary).	HR Department	Employee in charge at the HR Department

1.2 Procedure flowchart

Employees' records

HR Department	<p>Start ↓</p> <p>A file is created for the new employee and all employee's documents are kept at the time of issuing the appointment decision.</p> <p>1.1 Relevant employee</p>	<p>The file content is categorized and kept in the Employee Files and Records Section..</p> <p>1.2 Relevant employee</p>
	<p>The file is updated with all the employee's documents such as the decisions related to him/her and the annual performance evaluation..</p> <p>1.3 Relevant employee</p>	<p>Employee details are updated periodically in the employee's file</p> <p>1.4 Relevant employee</p>
	<p>A copy of the employee's file is made to the external federal entities in cases of assignment, transfer and secondment in accordance with the relevant procedures (if necessary).</p> <p>1.5 Relevant employee</p> <p>End</p>	

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

2.1 Procedures and implementation mechanism

The following are the most important steps for the procedures required to manage the employees' records update (the procedure is performed through Bayanati and in paperwork):

#	Procedure steps	Organizational unit	Responsibility
1	Data update form is distributed to the employees of the Ministry / federal entity periodically	HR Department	Employee in charge at the HR Department
2	Fill out the data update form and attach supporting documents and hand them over to the HR Department	The concerned administration	Relevant employee
3	Review updates and supporting documents and approve updates	HR Department	Employee in charge at the HR Department
4	Enter supported updates in Bayanati.	HR Department	Employee in charge at the HR Department

2.2 Procedure flowchart

HR Department	<p>Start ↓</p> <p>The data update form is distributed to the employees of the Ministry / federal entity periodically.</p> <p>1.1 Relevant employee</p>	<p>Review updates and supporting documents and approve updates</p> <p>1.3 Relevant employee</p>
	<p>Enter supported updates in Bayanati</p> <p>1.4 Relevant employee</p>	<p>The End</p>
Relevant department	<p>Fill out the data update form and attach supporting documents and hand them over to the HR Department</p> <p>1.2 Relevant employee</p>	

Flowchart key:

- Horizontal path: Refers to relevant departments
- Squares: Refer to operations included in procedure
- Numbers in squares: Refer to sequence of steps
- To read the flowchart, begin from the start and follow the sequence of steps according to sequence of numbers below each square.
- Green color indicates that the procedure is made through Bayanati system.

Section Ten

Addendums and Forms

A list of suggested forms that can be used with each procedure:

#	Policy / procedure name	Examples of related forms
1	Identifying HR requirements, selection and appointment	<input type="checkbox"/> Form No. (1) Identifying HR requirements <input type="checkbox"/> Form No. (2) Evaluation Form of Candidates for Appointment (A, B) <input type="checkbox"/> Form No. (3) Job offer <input type="checkbox"/> Form No. (4) Probation period report
2	Transfer, assignment and secondment	<input type="checkbox"/> Form No. (5) An internal transfer application <input type="checkbox"/> Form No. (6) Internal transfer letter / decision <input type="checkbox"/> Form No. (7) Secondment letter
3	Managing salaries, bonuses, allowances and promotions	<input type="checkbox"/> Form No. (8) Salary transfer
4	Managing leaves of all kinds	<input type="checkbox"/> Form No. (9) Application for leave <input type="checkbox"/> Form No. (10) Return notice
5	Managing resignations and termination	<input type="checkbox"/> Form No. (11) Request for resignation / resignation withdrawal <input type="checkbox"/> Form No. (12) Clearance <input type="checkbox"/> Form No. (13) Exit interview
6	Time and Attendance Management	<input type="checkbox"/> Form No. (14) Early leaving permission request <input type="checkbox"/> Form No. (15) Request for leaving permission for study
7	Management of administrative violations, grievances and employees' complaints	<input type="checkbox"/> Form No. (16) Letter of imposing administrative penalty regarding attendance <input type="checkbox"/> Form (17) Grievance / Complaint
8	Managing employees' records	<input type="checkbox"/> Form No. (18) List of documents / papers required in the employee's file <input type="checkbox"/> Form No. (19) Request for updating employee's details <input type="checkbox"/> Form (20) Request for social status

		approval
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For the approved forms related to Federal Government's Performance Management, Training and Development Systems, kindly visit FAHR's website www.fahr.gov.ae

Example of form No. (1) Identification of HR requirements:

S. No.	Required job title	Required number	Proposed recruitment date	Job grade	Academic degree / specialization required	Type of required experience	Years of required experience		Relevant department	Justifications of the application
							Min No.	Max No.		
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Approval of the relevant authority: -----

1.2 Example of form No. (2): Evaluation Form of Candidates for Appointment

Form (a) Evaluation of Candidates for appointment

For relevant department's use				
Department		Section		Date

Result of interview:									
S. No.	Name	Academic degree	Personality	Experience	Skills	Language	General information	Total	Remarks
		25	25	20	10	10	10	100	
1									
2									
3									
4									

The candidate was nominated for the following position							
S. No.	Name	Nationality	Age	Job	Degree	Status of the job	Remarks
1							

Approval of residents:			
S. No.	Name	Job	Signature
1			
2			
3			
4			
Approval of Relevant Department Director:			Date:
Approval of HR and Services Department Director:			Date:

Form (B) Candidate Assessment Form (fresh graduate)

Candidate Name: ----- Academic degree: -----

Vacancy: ----- Department: -----

Date of interview: -----

S. No.	Description	Grade		Remarks
		Marks	Result	
Personal traits				
1	General appearance	5		
2	Self confidence	5		
3	Presence of mind and tactfulness	5		
4	Concentration	5		
Skills and abilities				
5	Computer skills	5		
6	Language skills (Arabic, English, other)	5		
7	Job-related skills	10		
Academic qualifications and abilities				
8	Suitable academic qualification for the job	10		
9	Training courses	10		
10	Familiarity with specialization	40		
Total		100		

Recommendations:

.....

.....

.....

Members of the Evaluation Committee:

Name		Name		Name	
Signature		Signature		Signature	

1.3 Example of Form No. (3): Job offer

Name:	Nationality:
Job title:	Probation period: 3 months
Sector: Department:	Grade:
Type of contract:	Annual leave:working days
<ul style="list-style-type: none"> • Basic salary: • Housing allowance: • Living expenses: • Social allowance: • Relocation allowance: • Child benefit 	Total Salary: AED Pension share deduction: Net:..... AED
Special bonuses:	Other benefits:
Offer confirmation: Agree Do not agree	Signature: Date:
Director of HR and Services Department	

Note: Appointment will be made after all conditions and requirements (medical examination, criminal record certificate, approval of the competent authorities) have been met.

1.4 Example of Form No. (4): Report on the probation period

For relevant department/section's use:

Name : Job:

Job number: Grade:

Department:..... Section:

Date of appointment..... Probation period end date:

Evaluation

Elements of evaluation	Evaluation above the required level	Evaluation within the required level	Evaluation below the required level
Job knowledge			
Productivity			
Interpersonal skills			
Problem solving			
Time management			
Adaptability / credibility			
Proposing initiatives			
Overall performance			
Adherence to working hours and appointments			
Overall evaluation	Above the required level		
	Within the required level		
	Below the required level		

Recommendation:

Permanent employment () Extension of probation period ()

Termination of service ()

Line manager's remarks

Line manager's signature: Date: / /

Signature of Department Director: Date: / /

HR Department's use:

Suggested action:Send permanent employment letter:

Extension of probation period: Terminate of service:.....

Notes:.....

Approval by HR Director.....

Date: / /

CC:

- Employee's file
- Relevant department

Notes: Please send the employee form not later than one week before the date of permanent employment.

2.1 Example of form No. (5) Transfer Request (Internal)

Employee's details:

Name:..... Job :.....

Job number:.. Grade:.....

Department:..... Nationality:

Section :.....Date of appointment :.....

Last performance evaluation: Academic degree:.....

Years of experience:.....

Reasons:-.....

Employee's signature:

Date: / /

Line manager

Agree subject to providing substitute () Do not agree ()

Notes:

Line manager's signature:

Date: / /

Department Director

Agree subject to providing substitute () Do not agree ()

Notes:.....

Department Director's signature:

Date: / /

For use by the department to which the employee is transferred:

Proposed job title:

Notes:.....

Authorized officer's signature:

Date: / /

To use HR Department:

Notes:.....

Authorized officer's approval:

Date of execution: / /

2.2 Example of form No. (6) Internal Transfer Letter / Decision

Date: / /

Number :

Transfer decision

Dear Mr./

Based on the powers granted, the employee is hereby transferred according to the details specified below.

Job transferred from		Job transferred to	
Job title:		Job title:	
Department		Department	
Last working day		Last working day	

Please notify the employee / by contacting once the employee starts his/her job at the department to which he/she is transferred.

Kind regards,

Signature of the competent authority

2.3 Example of form No. (7) Secondment Letter

Date: / /

Number:

Letter of Secondment

M/s

(Ministry or Federal Entity)

Dear Sir/Madam,

This is to inform you of our desire to second Mr./Mrs....., nationality..... holding ID Card No.....issued on..... to the Ministry / federal entity to undertake the mission of (specify the details of the tasks), for the following reasons: and therefore you are kindly requested to approve and arrange for the necessary procedures.

Kind regards,

Signature of the competent authority

3.1 Example of form No. (8) Salary Transfer

First: To be filled by the employee	
Name:	Job:
Employee Number	Department/ Section:
Kindly agree to: Transfer monthly salary Change my bank account To the following bank account: - Bank Name: - Branch: - Account Number: - IBAN Number:	
Note: If you transfer your monthly salary, please attach a copy of your account number If you change your account, please attach a No Objection Letter from the previous bank	
I confirm that the data mentioned hereinabove is correct. Signature: Date: / /	
Second: To be filled by the Employee Relations Section	
The application was executed according to the above data. Authorized employee: Signature: Date: / /	

Original: Employee's file

Copy: Employee

4.1 Example of Form No. 9 Request for Leave

Leave Request Form

Name:....., **Job:**

Employee number:, **Grade:**

Department:, **Section:**

Procedure Type			
New:	Modification:	Extension:	Cancellation:
Type of leave			
Annual:		- Hajj	
Sick:		- Participation in sports, social and cultural activities	
Maternity:		- Escorting a first degree relative within the State	
Paternity:		- Escorting a second degree relative for treatment abroad	
Iddat:		- Taking a test inside / outside the State + additional leave	
Compassionate for a first degree family member:		- Study for Emirati employee	
Compassionate for a first degree family member:		- Unpaid	
Duration: () Annual		The annual leave starts from : / / till: / /	
Duration: ().....		Name of substitute employee:	
- Employee's signature:		Signature of substitute employee:	
- Date:			
For line manager's use			
Remarks of the line manager:			
.....			
.....			
.....			
Signature of the line manager:			
.....			
For use by the HR and Services Department			
Working days balance () days		Cumulative balance () days	
- Sufficient balance			
- Insufficient balance			
Notes of HR and Services Department:			
.....			
.....			
Signature of HR and Services Department:			
.....			

4.2 Example of form No. (10) Return Notice

Return Notice Form

Name:		Job:	
Job Number:		Grade:	
Department:		Section:	
Procedure Type			
- Return Notice		- Call up from the leave	
Leave details:			
- Cumulative - Annual - Sick - Maternity: - Paternity - Iddat: - Compassionate for a first degree family member: - Compassionate for a first degree family member:		- Hajj - Participation in sports, social and cultural activities - Escorting a first degree relative within the State - Escorting a second degree relative for treatment abroad - Taking a test inside / outside the State + additional leave - Study for Emirati employee - Unpaid	
Please specify below the reasons why the employee is called up from the annual leave:			
Leave start date: / /	Leave end date: / /	Return date: / /	
Employee's signature: Date:			
For use by the relevant department			
Remarks:			
Authorized officer's name:		Job:	
Signature:		Date: / /	
For use by HR and Services Department			
- Return from leave approved () - Return from leave not approved for the following reasons:			
Remarks:			
Relevant employee's name:		Job:	
Signature:		Date: / /	

5.1 Example of form No. 11 Request for resignation / withdrawal of resignation:

For employee use:	
Name:	Job:
Job number:	Grade:
Department:	Nationality:
Section:	Date of employment:
Kindly accept my resignation request / withdrawal of resignation (effective from: / /) - Subject to the notice period. - Notice period is waived and there is no objection to apply the law	
For the following reasons: 1- 2-	
Date of application:	Signature:
For use by the relevant department	
Resignation application is accepted as of / / ()	Resignation application is not accepted ()
Remarks/ reasons:	
Line manager: Name: Signature:	Director of the Department: Name: Signature:
For use by the HR and Services Department	
- The request for resignation is approved as of / / ()	Not approved ()
Remarks \ reasons: 1- 2-	
Authorized officer's name	
	Name:
	Signature:
Notice of resignation will be sent to the employee after acceptance of resignation.	

5.2 Example of form No. (12) Clearance

Employee's details:		
Name	Job:	
Job number	Reason for end of service:	
Department / Section:	Date of end of service:	
For departments' use:		
Finance Department		
Employee mentioned above:		
Items in custody required: ()	No items in custody required: ()	If any:
Name	Signature	Date:
Information Technology Department		
Employee mentioned above:		
Items in custody required: ()	No items in custody required: ()	If any:
Name	Signature	Date:
Administrative Services:		
Employee mentioned above:		
Items in custody required: ()	No items in custody required: ()	If any:
Employee described above:		
Items in custody required: ()	No items in custody required: ()	If any:
Name	Signature	Date:
HR:		
Employee mentioned above:		
Items in custody required: ()	No items in custody required: ()	If any:
Name	Signature	Date:

Decision	
The employee mentioned above is cleared upon the approval of the concerned departments.	
Relevant Officer	Director of HR Department

5.3 Example of form No. (13) Exit Interview

Exit interview survey		
Employee's details:		
Name:	Job:	
Job number:	Grade:	
Department:	Nationality:	
Employment date:	Date of resignation	
Proceedings of interview:		
S. No.	Interview main points	Remarks
1	Promotion	
2	Salary, benefits and incentives	
3	Job security and stability	
4	Job relationships with colleagues	
5	Training and development opportunities	
6	Values and ethics of work and public service	
7	Job empowerment	
8	Work environment	
Total:		

• What are the most important reasons for leaving work in the ministry / federal entity?

.....

• What do you propose to improve job conditions for your colleagues in the ministry / federal entity?

.....

Employee Signature:	Date:
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To use HR Department and services		
Survey was conducted with the employee through:		
In person ()	Over the phone ()	Sent in advance with the resignation form ()
Remarks:		
Name of the relevant employee:	Job:	
Signature:	Date:	

6.1 Example of form No. (14) Request of early leaving permission

Request of early leaving permission

Name:

Job number:

Department:

Section:

Reasons:	Official mission	Private	Date:
Leaving time:			
Returning time:			
Employee's signature:			
Notes of the relevant Director of the Department / Section			
Agree ()			
Do not agree () (Reasons):			
Name	Signature	Date	

For HR use:

- Did not exceed permitted hours per month ()

- Exceeded the number of hours permitted per month by () hours and will be deducted from leave balance.

Name:	Signature:	Date: / /20
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6.2 Example of form No. (15) Request permission to leave for study

Request permission to leave for study

Name:

Job number:

Department:

Section:

Leaving for the purpose of study	Number of hours allowed per day	Number of days allowed	Date: / /
Leaving time:			
Employee's signature:			
Line manager's approval:			
Name:	Signature:	Date:	

For HR Department use:

- Did not exceed permitted hours to leave for the purpose of study per month ()
- Exceeded the number of hours permitted per month by () hours and will be deducted from leave balance.

Name:	Signature:	Date: / / 20
-------	------------	--------------

7.1 Example of form No. (16) Letter of administrative penalty regarding time and attendance

Employee name:.....

Job:.....

Department / Section:

Date of penalty:

1. Reasons for imposing the penalty on this employee:

2. We hereby decided to impose [the penalty] on the employee by deducting [] days from his/her salary, in addition to warning him/her that in case the same act is repeated, the employee shall be finally terminated.

3. Description of the violation

4. Actions to be taken by the employee for correction

5. Any other actions to be taken against this employee: please specify below:

Signature of the competent authority:

Date: / /20

Signature of the employee that he/she has received a copy of this notice.

(Note: A copy of this notice is attached in case of sending by email)

Employee's signature

.....

Date

.....

7.2 Example of form No. (17) Grievance/ Complaint

Grievance/ Complaint Form

Name: Job number:.....
Job: Job grade:.....
Department:..... Date of appointment :.....
Section: Date of grievance / complaint application:.....

Main details of grievance / complaint

Type of grievance / complaint:

Details of grievance / complaint:

Signature:

Line manager/ Department Director's remarks

After discussing the employee who filed the grievance/complaint, we found out the following:

Following actions were taken:

Name: Date: / / Signature:

Remarks of Assistant Undersecretary (or the like):

Signature: Date:

Employee's final remarks

I accept the action taken:

I do not accept the action taken because:

Signature: Date:

Actions taken by HR Department	Actions taken by the Department of the employee who filed the grievance / complaint
--------------------------------	---

Name: :.....	Name: :.....
Signature: :.....	Signature: :.....
Date: :.....	Date: :.....

8.1 Example of form No. (18) List of documents / papers required in the employee's file

Document / paper	Delivery date	Signature	Remarks
Approval copy from Itimad service			
Document of introduction			
Basic employee details			
Sample of interview results			
Commencement notice			
Job offer			
Signed employee contract			
Appointment papers - Ministerial decision – work commencement - financial appointment procedure			
Curriculum Vitae			
Professional Conduct Document			
Copy of the employee's passport + Copy of the residence visa for expatriates			
Personal photos of the employee			
Certified marriage certificate			
Passport photocopies of family members			
Personal photos of family members - (2) photos per person			
Highest academic certificate – certified			
Course certificates			
Certificates of employee experience with previous employers			
A certificate from the husband – wife's employer to indicate salary breakdown			
Clearance from the last employer			
Bank letter			
Certificate of Good Conduct			
Medical fitness certificate			
Copy of the family book (for UAE citizens)			
Birth Certificate (UAE citizens)			
Copy of ID card			
Notice of appointment and service commencement			
Form of insured service commencement (for UAE citizens) from the Pensions Authority			
Residence visa for expatriates			
Job description card			

Reviewed by:..... Approved by:.....

8.2 Example of form No. (19) Request for Updating Employee Details

Employee name:.....

Job number:

Personal information						
Nationality	Start date:	ID No		Expiry date	Issuing place:	
Date of birth:	Age	Sex	Place of birth	Religion	Passport No.	Expiry date
Sponsor's name as per residence (for non-citizens):				Profession as per residence (for non-citizens):		

Current address	Persons to contact in case of emergency
Emirate:..... City:	Name:
PO Box: District:	Contact No.
St. No.	Name:
Home owner's name:	Contact No.
Tel:	
Mob:	
Email:	

Workplace				
Department	Section	Workplace	Position	Work Tel (Extension No)

Family information				
Name	Nationality	Relation	Date of birth	Residence No.
1				
2				
3				
4				

General information						
Current educational	Uneducated	Intermediate	Secondary	University Graduate	Postgraduate	Other

level						
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Applicant's Acknowledgement

I, the undersigned, acknowledge that the data mentioned hereinabove is correct and I hereby assume all responsibility in case of any misstatement.

Signature:

Date: / /

8.3 Example of form No. (20) Request for Social Status Approval

Request for Social Status Approval

Personal Information:

Name:	
Employee No.	
Sex (male/female):	
Department:	Section:
Job title:	Date of appointment:
Date of birth:	ID no:
Religion:	Faith:
Mob.	Phone:
Emirate/ City:	Area / Street:
P.O Box:	House number:
Social status: Single () married () Divorced () Divorced with dependents Widowed ()	
No. of children (males/females):	

Family details				
Name:	Relation	Employer	Date of birth:	Remarks:
.....
.....
.....

Social status change			
Name:	Relation	Reasons for change:	Change date:
.....
.....
.....

Acknowledgement

I acknowledge that the data mentioned hereinabove is correct and I assume all responsibilities in case of any misstatement, and I do hereby undertake to report any change in my social status.

Signature:

Date: / /