



Guidebook for Development and Review of Job Description & Evaluation of Federal Government Jobs

Based on the Job Description & Evaluation System in the Federal
Government, approved by Cabinet Resolution No. (28) of 2013

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Federal Authority for Government Human Resources

**Guidebook for Development and Review of Job
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Contents

Chapter I.....	6
General Framework.....	6
1.1 Introduction.....	7
1.2 Main objectives of the Guidebook.....	7
1.3 Scope of application.....	8
1.4 Guidebook references and sources.....	8
1.5 General definitions in the Guidebook.....	8
1.6 Duties and responsibilities.....	10
Chapter II.....	13
Development and review of job descriptions.....	13
2.1 Introduction.....	14
2.2 Objectives of job descriptions.....	15
2.3 Development of job descriptions.....	15
2.4 Most important conditions to be met in developing/ amending job description.....	16
2.5 Stages of job description development/ amendment.....	16
First stage: Job analysis.....	16
Mechanism of job analysis.....	17
Second stage: Job description card preparation.....	17
How to electronically prepare the job description card.....	17
2.6 Contents of the job description card.....	18
Elements to be included in the job description card.....	18
2.7 Procedures and implementation mechanism of job description development / amendment.....	22
Chapter III.....	24
Evaluation of Jobs.....	24
3.1 Introduction.....	25
3.2 Objectives of the job evaluation process.....	25
3.3 Job evaluation stages.....	26
3.4 Committees and mechanism of creation.....	26
3.5 Foundations of job classification.....	28
3.6 Steps of job evaluation.....	31
3.7 Procedure flowchart.....	36

Chapter IV	38
Forms and Appendices	38
4.1 Job description card form	39
4.2 Illustrative example of a job description card	40
4.3 Job analysis survey form	42
4.4 Form of existing job description update	43
4.5 Form of initial job evaluation results submission.....	44
4.6 Schedule No. 3: How to link reference level to job grade.....	45
4.7 Guideline appendix (A): Characteristics of general job categories and titles.....	47
4.8 Main job families and sub-families	52

Chapter I

General Framework

1.1 Introduction

Reflecting the concepts of providing high quality services to customers, the UAE Government endeavors to make the UAE one of the best countries in the world by 2021. For this reason, the government HR Department, in order to provide high quality and distinct services to the clients, operates as the main driving force to provide and hire world class technical and administrative cadres. It functions in line with modern legislations and regulations based on the best practices in the field of human resources.

Under the provisions of Cabinet Resolution No. (28) 2013 on the approval of Federal Government Job Evaluation & Description System, FAHR initiated the responsibility for developing this Guidebook as a practical tool grounded in the approved system that follows the best modern practices. It enables ministries and federal entities to perfectly describe and evaluate their jobs in a way that is positively reflected on the federal government sector's efficiency and performance.

Given the need to cope with the changes, developments and initiatives that FAHR undertakes in developing the human resources, through developing legislations, policies, regulations and programs and supporting the ministries and federal entities to invest their HR cadres. The ultimate goal, therefore, is to ensure the happiness of the ministries and federal entities employees and achieve the strategy of the UAE government. This Guidebook, therefore, reflects FAHR's efforts aimed at empowering HR departments in the federal entities, and supporting the relevant authorities to put HR legislations and regulations in effect in the federal government. It contributes to building a client-centric culture and enhancing government efficiency.

The Guidebook is also considered to be an important reference for all stakeholders, providing the basic processes and applicable procedures in developing and reviewing job descriptions and evaluations. It further includes the applicability conditions and mechanisms which should be observed by the federal entities to discharge their duties in developing and reviewing job descriptions and evaluations in the federal government.

1.2 Main objectives of the Guidebook:

- Issue a unified document of guidelines to set forth basic procedures and processes in respect of job descriptions and evaluations in the UAE federal government entities.
- Transform policies and procedures into a clear-cut guidebook based on the approved "Federal Government Job Evaluation & Description System." The Guidebook is a reference source for all activities related to developing and reviewing job evaluation and description.
- Identify roles and responsibilities in the processes related to developing and reviewing job descriptions and evaluations across ministries / federal entities.
- Support ministries and federal entities in documenting, reviewing and updating their internal procedures and bylaws in relation to the development and review of job descriptions and evaluations.

- Apply the best practices in the development and review of job descriptions and evaluations.
- Avoid any overlap and duplication between the duties and responsibilities of employees in ministries / federal entities' departments and sections.
- Polish the skills of the relevant staff at HR departments in the ministries / federal entities in applying the job descriptions and evaluations system.

1.3 Scope of application

This Guidebook shall be applicable to all current / new jobs in federal entities, in accordance with Circular No. 28 of 2014 and Circular No. 10 of 2017 on Ministerial Development Council Resolution No. 7/1v of 2017 in respect of adherence job titles approved by the Federal Committee of Job Descriptions and Evaluation.

1.4 Guidebook references and sources

- Cabinet Resolution No. 28 of 2013 approving the job descriptions and evaluations system.
- Human Resources Law in the Federal Government No. 11 of 2008 as amended by Federal Decree Law No. 9 of 2011 and Federal Decree Law No. 17 of 2016.

1.5 General definitions in the Guidebook

In applying this Guidebook, the following words and expressions shall have the meaning indicated next to each of them, unless the context otherwise requires:

Ministry: Any ministry established in accordance with the provisions of Federal Law No. 1 of 1972 concerning the powers of ministers as amended or as per any other laws;

Federal entity: Federal authorities, institutions and agencies;

HR Law: Federal Decree Law No. 11 of 2008 concerning human resources in the federal government as amended;

Authority: The Federal Authority for Government Human Resources;

Senior Management: The Undersecretary of Ministry and the Director General, or Assistant Undersecretary and the Executive Director, and the like;

HR Department: The administrative unit in charge of human resources in a federal entity;

Organizational Unit: The administrative unit under which the position exists in the federal entity's organizational structure;

Organizational Structure: The framework that shows administrative divisions and units which make up the federal entity, including job levels;

Job Evaluation and Description System: The system adopted by Cabinet Resolution No. 28 of 2013 and the appendices thereof;

Job: A group of tasks and duties determined by the relevant authority to identify a job's duties in the entity according to the provisions of the law;

Position: Posts of an approved job which have job grades and titles, whether single or multiple, in any of the federal entities;

Job family: A group of jobs with of close characteristics which constitute similar jobs with gradually rising levels of knowledge, skills and capabilities (competencies), allowing an advancement in the career path to which they belong;

Job class: The field according to which the type of the job, whether leadership, administrative, vocational/specialized, is determined;

Job evaluation: It is determining the suitable grade for the job in light of the job description and in accordance with the approved mechanisms of the Job Evaluation and Description System in the Federal Government;

Job title: It is the title indicating a specific role for the job evaluated at a certain level within an entity's Organizational Structure;

Job scope: A group of jobs distributed on a number of grades at one of the approved career paths, such that each would have a number of grades divided according to the job posts branching off therefrom;

Career path: A group of job scopes interconnected to reflect the level of expertise and scale of responsibility;

Job analysis: It is an organizational way to collect and analyze information necessary for the job and indicate the extent to which the job contributes to achieving the strategic and operational goals of the government entity;

Job description: It is a complete statement of duties, tasks, responsibilities, skills, and qualifications required to fill the job and perform its duties based on the job grade and title determined for it and the competency required for filling the job;

Job evaluation: A systematic and standard procedure to determine the weight of the job in comparison with other similar jobs in the government, using an approved system to evaluate federal government jobs;

Job grade: The grade assigned to the job after the evaluation thereof based on the approved evaluation mechanism;

Federal Committee for Job Evaluation: A committee formed by a decision from FAHR’s Chairman to evaluate and approve jobs in government entities. The Job Evaluation and Description System in the Federal Government defines its terms of reference and the mechanism of its operation;

Internal Jobs Evaluation Committee in a government entity: A committee formed at level of every federal government entity by the concerned minister, for the purpose of evaluating current, new and amended jobs within that federal entity. The Job Evaluation and Description System in the Federal Government sets out its terms of reference and the mechanism of its operation. The Committee is formed in pursuance of Circular No. 17 of 2014.

1.6 Duties and responsibilities

#	Responsibility	Duties and responsibilities
1	Federal Authority for Government Human Resources	<ul style="list-style-type: none"> - Provide consultancy support to federal government entities during application stage. - Supervise the training of evaluation committees in federal entities and the job evaluation and description mechanism. - Form the Federal Committee for Government Job Evaluation. - Follow up the formation of internal job evaluation committees in federal entities. - Receive annual statistical reports from all government entities on the effectiveness of the system based on the indicators drawn up by FAHR. - Develop a plan for the interim implementation of the system, that should include the timeframe required to complete the evaluation of all jobs in the federal government.
2	Senior management in the federal entity	<ul style="list-style-type: none"> - Support the internal evaluation committee at the entity so that it can properly discharge its duties. - Create an interactive environment with the participation of line managers during the job analysis stage. - Ensure that credibility, justice and integrity concepts are in place. - Ensure compliance with the Job Evaluation and Description System and the relevant guidelines. - Carry out the necessary governance processes for budgeting with regard to existing and new jobs in accordance with the approved systems. - Ensure effective management of system application after evaluating the jobs, in accordance with the provisions of this system and relevant government HR legislations.
3	HR Departments in federal entities	<ul style="list-style-type: none"> - Provide support for the internal evaluation committee. - Collect job-related information and draft a list of priorities, including responsibilities, capabilities, competencies and job requirements.

		<ul style="list-style-type: none"> - Raising line managers' awareness about the importance of preparing and reviewing job descriptions according to the provisions of the approved system. - Contact FAHR to clear any obstacles or difficulties which may hinder the proper application of the preparation and review of job descriptions stages as per the approved system. - Examine job components. - Provide FAHR with all job descriptions, names and families in government entities periodically and keep them updated.
4	Federal Committee of Job Evaluation	<ul style="list-style-type: none"> - Approve job evaluation results concluded by internal evaluation committees in federal entities. - Approve job titles, descriptions and families, for new, current and updated jobs. - Conduct periodic review of the reference level table and submit recommendations on amendments when necessary. - Review system requirements and application mechanisms. - Approve suggestions to update system requirements.
5	Internal job evaluation committee in the federal entity	<ul style="list-style-type: none"> - Provide proposed job description based on approved criteria. - Evaluate all jobs in the relevant federal entity and ensure that jobs are conformant with grade scale within a specific timeframe to be agreed upon with FAHR. - Abide by all regulations and decisions passed by the Federal Committee for Job Evaluation or issued by FAHR with regard to job evaluation. - Draft and annual reports on the number of evaluated jobs and re-evaluate them at the federal entity and identify the amendments thereto. - Contact the Federal Committee for Job Evaluation as needed. - Propose job titles, descriptions and new job sub-families, and submit the same to the Federal Committee for Job Evaluation for approval, as required.
6	Support team for the internal job evaluation committee in the federal entity	<ul style="list-style-type: none"> - Oversee the execution of the Job Evaluation and Description System, and propose an updated plan to put the Job Evaluation and Description System in the federal government into effect according to the stages and timeframe based on the requirements and developments of the implementation stage. The plan should be approved by the senior management. - Follow up and examine job analysis and evaluation results received from internal evaluation committees at the federal government entities. Refer the results mentioned above to the Federal Committee for Job Evaluation for approval by the relevant authorities. - Develop a plan to communicate with the federal entities during the implementation stage. - Update the database of job description, title, and family. - Put forward solutions to address any obstacles.

		<ul style="list-style-type: none"> - Prepare periodic reports on the number of new and amended jobs in the federal government. - Ensure that jobs are logically, transparently and fairly classified, and that responsibilities in each job are well defined. - Support internal evaluation committees in federal government entities to ensure that job evaluations and descriptions in federal government entities are properly implemented.
7	Duties and powers of line managers	<ul style="list-style-type: none"> - Provide information related to responsibilities, capabilities and expertise required for the job. - Understand the nature of all jobs that are subject to the supervision of the line manager. - Provide the necessary inputs during the job analysis and evaluation processes and participate in them, as per the mechanisms set out in this system.

Chapter II

Development and review of job descriptions

2.1 Introduction

Job description is one of the most important mainstays in HR systems. For this reason, all entities are keen on developing job descriptions using a systematic and specific method. This method ensures that any employee is appointed with a focus on the role and duties assigned to him/her in a supportive workplace environment.

One of the most important supportive processes in planning job needs is the development and review of job descriptions and preparing their budgets in a way that allows the federal entity to invest available financial and human resources more properly.

Job descriptions are reviewed in case: new duties are added to the job, duties/ nature of the role are changed, or in case of amendment, merging or cancellation of jobs on the federal entity or any of its department's organizational structure.

Upgrading may be done based on the changes and factors affecting the job, such as technology and economy.

After the approval of the organizational structure, federal entities are required to develop and review descriptions of new jobs, when necessary.

In this chapter, we will tackle the procedures to be followed in the job description stage in federal entities and the mechanism of implementation.

2.2 Objectives of job descriptions

- General objectives of a federal entity are distributed and divided into duties and responsibilities to be attained through individual jobs (indicating the trend, performance requirements, and understanding and assessment of how the job contributes to the realization of a federal entity's objectives).
- Set a clear outline of duties and responsibilities for each individual in the federal entity in a clear and uniform manner. This contributes to maximizing performance, improving work systems, clarifying career paths, and covering the needs of the federal entity to ensure that duties and tasks do not conflict among incumbents. Consequently, expectations are managed and are made to contribute to polishing staff capacity and skills.
- Lend a helping hand to the federal entity in understanding and covering its needs of jobs and resources, so as to facilitate the implementation of work, plans and programs, to ensure proper expenditure.
- Facilitate understanding of employees' basic job responsibilities, thereby enhancing the implementation of work and tasks, in accordance with the required standards.
- Contribute to setting proper grounds for transfer and promotion, according to the job hierarchy, and based on the requirements of the current job, and the job to which transfer/promotion will be made. This also helps in the planning and development of human resources.
- Provide support to effectively attract competent cadres, in light of which selection and comparison among candidates are done.
- Set a basic rule for standardization of titles and their grading in the federal government.

2.3 Development of job descriptions

The main objective of developing job descriptions is to set a clear outline of duties and responsibilities undertaken by each individual. Therefore, it is important for the federal entity to create, when any change occurs, or to add / modify / cancel some job duties and responsibilities previously identified and evaluated. This necessitates updating the existing job description as follows:

1. Issuing a new job description for existing or newly created jobs:
 - a. Issuing a new job description for current jobs: This is manifested in the procedures related to descriptions for existing and approved jobs within the federal entity's budget and the organizational structure.

b. Issuing a new job description for newly created jobs: This is manifested in the procedures related to the evaluation of the job created in the federal entity, ensuring the consistency of jobs in the grade scale, and suggesting the reference level for the grade.

2- This is done in several stages, including the development, review and evaluation and then final approval (through which new or newly created job posts are added to the organizational unit). The job post consists of two main elements: the job to which it belongs, and the organizational unit it falls under.

3- Amendment of current job description: This is manifested in the procedures related to the review of an approved job description, and applying the necessary amendments thereto. This could be the result of role separation or merging, or the change of job duties and responsibilities by either increase or decrease based on the restructuring or passing a decision to create a new job role.

2.4 Most important conditions to be met in developing/ amending job description

- Duties, responsibilities and main objectives of the role and the job requirements are defined (in terms of achievement priority) based on the federal entity's current needs and the long-term objectives, regardless of the incumbent.

- Consider the actuality of tasks and responsibilities mentioned in the job description within the required role to fill the vacancy.

- Determine the minimum required qualifications of the role in addition to any other additional professional qualifications related to performance improvement.

- Determine required competencies for a certain job in a manner consistent with performance management of the federal government employees.

- Draft tasks and duties in verb phrases and use specific words to facilitate performance appraisal, accuracy and to avoid generality.

- Existing job description is to be amended by an official request mentioning the reasons thereof.

- No job description shall be amended before one year from the date of its approval, provided that job descriptions are updated and reviewed when necessary.

2.5 Stages of job description development/ amendment:

First stage: Job analysis

It is the stage preceding job description development or amendment which depends on an in-depth study of the job along with the tasks and duties related thereto. The stage involves

job information compilation and analysis, with the aim of providing all necessary information to prepare job description card.

For this purpose, Human Resources Departments in government entities undertake the job analysis process in cooperation with line managers and directors of relevant departments. After studying and identifying all these elements in light of the available data, awareness on the importance of the job analysis stage is spread along with the benefit to both the entity and the employee alike if analysis is correctly implemented.

Mechanism of job analysis:

The role of Human Resources Departments, in cooperation with line managers, is to collect information on the job through the following mechanism:

- These departments complete the job analysis survey based on the job analysis survey form enclosed with this Guidebook.
- The Human Resources Department holds interviews with heads of relevant organizational units in order to complete the required information.
- Relevant departments consider the components and elements of the main job by focusing on the analysis and description of the main parts of the job and verifying the validity of information. They compare it with other data derived from among similar jobs.
- Reports related to job components and elements are prepared by the line manager and then referred to the Human Resources Department for review.
- The Human Resources Department analyses information and records the results of analysis according to the abovementioned mechanism and then refer them to the employee's line manager, or the department's director for review, and undertake any amendments, if necessary.
- The Human Resources Department prepares the necessary job description cards based on the facts provided as part of the analysis results.

Second stage: Job description card preparation

After the job analysis stage is over, all information is collected and job-related survey results are analyzed, the job description card stage begins. The job description card is the document that refers to duties or general roles and the job responsibilities according to the approved form in job evaluation and analysis system. The electronic job description card form is enclosed herewith as Enclosure No. 4.2.

How to electronically prepare the job description card:

1- The team in charge of the Human Resources Department prepares a job description draft based on the information collected during the job analysis stage. The team uses the items shown in the approved form which is enclosed with the system.

2- The Internal Job Description Committee at the entity reviews and checks the criteria and then approves them in principle.

3- A request form of job description approval is uploaded on Bayanati system.

4- The request form is reviewed by the support team of the Job Evaluation and Description Committee in FAHR, ensuring they comply with basic criteria.

5-Then the form is referred to the Federal Job Evaluation Committee for approval or rejection.

6- In case of approval, description is uploaded on Bayanati system and FAHR's website: www.fahr.gov.ae

(The abovementioned information is indicated as part of the required procedures for the management of job description development / amendment in the Guidebook as screenshots).

2.6 Contents of the job description card:

Human Resources Departments must fill in the details mentioned in the approved form enclosed with the system.

Elements to be included in the job description card:

1- Details of tasks: locate the job role on approved organizational structure

Job title	It refers to a specified role in the job evaluated at a certain level on the organizational structure of the federal entity. Examples of job titles include: Director of Department, Accountant, Secretary, etc
Job category	A group of jobs which have in common the same specialization and type, and fall under a certain job of an approved job family.
Grade scope	It is the approved grade of the job in the federal entity after evaluation based on the approved mechanism of evaluation. It is determined based on the enclosed Schedule No. 3 on how the reference level is linked to the job grade. Example: the job grade of a "Department Director" job may fall between the special grade "A" and special grade "B".
Line manager	The position of the person directly in charge of supervising the tasks assigned to the incumbent, which are defined within the approved organizational structure of the federal entity. Example: the line manager of a "Head of Employee Relationship Section" is the HR Department Manager.
Department	The organizational structure on the federal entity's organizational structure whose level may only be upwardly modified by a Cabinet

	Resolution. Examples of Departments: IT Department, HR Department, Finance Department, etc.
Career path	The line according to which job type and direction are determined, including leadership, administrative, occupational / specialized jobs. Each path may have a group of interconnected job scopes to reflect the level of expertise and the scale of responsibility. Example: A “doctor” career path is the specialized path, unless his job turns to another path, such as a hospital manager or a medical zone manager, in which case his path shall be changed to leadership.
Job family	A group of jobs with closely related characteristics forming a series of similar jobs. The series goes up gradually in terms of knowledge, skills, and capabilities (competencies), giving a chance to progress in the path it is related to.
Job subfamily	Refer to the table in page 64 for more information.

2- General objective of job:

A general summary of the main role in a job, without mentioning details on a incumbent’s duties and responsibilities; example: the general objective of the job of “Head of Human Resources Planning Department” shall be to supervise and ensure that qualified cadres and the necessary skills are in place at government entities and to distribute them strategically at all levels and approved job categories.

3- Job dimensions:

Number of personnel administratively reporting to the incumbent: (directly / indirectly), if any, and identifying the job title of each. **Example:** the Head of Finance is administratively reporting to the Head of Revenues and the Head of Expenses Sections; administratively and indirectly, the following personnel report to him: four employees directly reporting to other line managers who report to the Department Director: main accountant, accountant, assistant accountant, and auditor.

4- Financial powers:

One of the benefits determined for the job. They are governed by regulatory financial decisions and legislations by which the incumbent is entitled to disburse funds within specified financial limits (if any).

5- Main responsibilities:

Specialized tasks: They are directly related to the job role given to the incumbent, being the person in charge of such tasks. Tasks are (administrative, executive and supervisory). They are known to be detailed and show the level of role difficulty and the scale of responsibility resulting therefrom.

Example: The main duties of a “network support technician” job are as follows:

- Installation of equipment used to serve information systems and computers in the entity, and ensure they are properly functioning.
- Receive and store equipment according to the specifications and conditions stipulated in the purchase orders and agreements.
- Identify staff needs, including training on equipment and the software used in cooperation with the Human Resources Unit, and report the same to the line manager.
- Perform the necessary support procedures for equipment users and provide them with the necessary guidelines.
- Perform periodic checks to ensure that equipment is functioning properly and keep pace with information technology developments.
- Identify which equipment spare parts are needed.
- Follow up through the technical support service the problems and complaints received from employees via telephone or email, and try to resolve them as quickly as possible.
- Conduct periodic inspection of the programs and equipment used and the information stored at the entity’s internal and external locations.
- Provide experimental data for periodic testing of the equipment and software used.

6- Qualifications:

They are the minimum knowledge, academic and professional certificates and practical trainings necessary for the job.

Example: B.Sc./ Master/ Ph.D. certificates in any fields whether (administrative, technical, engineering, medical... etc.) or the equivalent thereof from an approved university by the UAE as per job requirements and needs.

7- Experience:

Minimum previous years of work related to the current job. It is a requirement to fill the vacancy. Example: experience required to be appointed as “Head of Budget Section” is 4 to 6 years of practical experience in accounting and budgeting.

8- General framework of behavioral competencies in federal government

Achievement and influence	Future outlook	Leadership spirit
<p>Agile and fast Demonstrates agility and speediness; creates an environment which promotes and empowers change, achieving goals in the quickest possible way and makes efficient use of available</p>	<p>Keen on future foresight Well knowledgeable about international trends; imagines the future; far-sighted; early detects opportunities and challenges and analyzes</p>	<p>Enabler of people Inspires, encourages, and motivates others; reinforces human capabilities and talents through empowerment, effectively leverages others’ capabilities and</p>

<p>resources with self-confidence in different situations.</p> <p>Smart effective & efficient decision maker :</p> <p>Adopts a critical, analytical style of thinking, is mindful and gutsy of all decision parameters in achieving the most desirable outcome.</p> <p>Focuses on the government's ultimate goals and achievements</p> <p>Has in-depth knowledge of government's trends; spreads the concept of government's ultimate goals; endeavors and contributes to achieve common national objectives and specific results, and creates added value.</p>	<p>them, and sets pre-emptive scenarios and plans.</p> <p>Innovative and radical change promoter</p> <p>Innovative; adopts creative thinking; encourages and motivates entrepreneurial thinking; well-aware of how radical change mechanisms work among individuals and in institutional context; risk-taker and does not believe that the word impossible exists.</p> <p>Well-versed in advanced future technologies</p> <p>Well aware of new technologies and trends such as the Fourth Industrial Revolution (4IR) and Artificial Intelligence (AI) and how to get the most benefits out of these technologies to transform the way we live and work in the future to achieve people happiness.</p> <p>Lifelong learner</p> <p>Seeks continuous learning and self-development to acquire and enhance diverse skills to meet future needs; passionate for knowledge, research and exploration.</p>	<p>demonstrates emotional intelligence.</p> <p>Role model</p> <p>Shows values of integrity, humility and respect; embraces and promotes the concepts of happiness and positivity; makes substantial contributions in representing the country in a positive way.</p> <p>Open to the world</p> <p>Open-minded to different experiences; embraces the values of peace, tolerance and coexistence; enjoys an extensive network of relations and is well-versed in global culture.</p>
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9- Skills

Personal capabilities required in an incumbent.

Example:

- Accounting skills;
- User skills of computer software;
- Multilingual fluency skills, etc.

2.7 Procedures and implementation mechanism of job description development / amendment

As a preliminary stage, the concerned federal entity must ensure that all necessary powers are given. This will enable it to put into effect the approved procedures and mechanisms of job description development.

Flowchart of implementation mechanism procedures:

The following are the most important procedures required for the management of job description development/ amendment.

VIII- Procedure flowchart

Development of a new job description

Human Resources Department / Relevant Department	Relevant Department	FAHR's support team
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1- Consider actual data and review the distribution of employees and analyze the nature of the tasks and the needs of the job.

Responsibility: The employee in charge in the HR Department

2- Draft job description according to the approved form attached to the system and the Guidebook to be reviewed by the line manager or the department manager.

Responsibility: The employee in charge in the HR Department

3- Review the job description draft and insert notes as needed.

Responsibility: Line manager/ director the relevant department

4- Discuss with the line manager the revised version of the draft job description according to the approved form.

Responsibility: The employee in charge in the HR Department / line manager

5- Approve inputs and develop job descriptions according to the approved form attached to the system and the Guidebook after obtaining the line manager's approval.

Responsibility: The employee in charge in the HR Department

6- Endorse and initially approve the prepared job description by the director of the relevant department and the HR Department Director.

Responsibility: Line manager / director of the relevant department

7- Refer the proposed description to the Federal Committee for approval or rejection.

Responsibility: Department of Government Human Resources Planning

8- In case of approval, the support team conducts the necessary modifications on the system.

Responsibility: Department of Government Human Resources Planning

Amendment of a current job description

Human Resources Department	FAHR's support team
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1- Receive an application to amend a current job description along with the supporting justification.

Responsibility: The employee in charge in the HR Department

2- Start the amendment process, meet with the line manager and discuss the type of required amendments.

Responsibility: The employee in charge in the HR Department

3- The entity shall submit to FAHR a description amendment request along with the justifications thereof.

Responsibility: The employee in charge in the HR Department

4- The support team reconsiders the amendment.

Responsibility: Department of Government Human Resources Planning

5- Proposed description is referred to the Federal Committee for approval or rejection.

Responsibility: Department of Government Human Resources Planning

6- In case of approval, the support team undertakes the necessary amendments on the system.

Responsibility: Department of Government Human Resources Planning

Chapter III

Evaluation of Jobs

3.1 Introduction

The evaluation of jobs is the means through which the relative value of a job is determined. It is done through a comparison with other jobs, job evaluation is an activity of comparing jobs in terms of responsibilities, duties, qualifications and required conditions. So, it is one of the most important processes in the HR Department that helps achieve internal harmony among the jobs being evaluated to identify their relative values. After the relative value is determined, the job grade is identified along with the significance and value of each job according to which a fair salary is set. This in turn helps attract competent cadres, cut down operating expenses and increase revenue.

For this reason, the UAE Government has given special attention to developing a system for the evaluation and description of jobs in the federal government. Cabinet Decision No. 28 of 2013 was adopted for the Federal Government Job Evaluation and Description System. The Decision aims to create a balanced environment encouraging employees to demonstrate their best capabilities and skills which enable them to perform their duties.

Mainstays of the approved system:

- 1- Create a standard job evaluation system for federal entities, which applies to all jobs / roles.
- 2- The approved job evaluation system sets out a number of conspicuous and precise criteria that are applied in each job evaluation process without exception (e.g. setting the limitation of liability, knowledge, etc.).
- 3- Job evaluation was based on the evaluation of the job and not on the evaluation of the incumbent himself/herself.
- 4- Creating job evaluation committees through an internal committee in the federal entity and another federal committee to ensure that the process in place is effective, as explained in Chapter III of this Guidebook.

3.2 Objectives of the job evaluation process

- 1- Use a systematic and standard method of job evaluation, ensuring fairness and harmony among the jobs across the federal government.
- 2- Unify the principles related to jobs and career development.
- 3- Support HR Department's procedures and processes in federal entities. In this regard, FAHR has prepared a guidebook to the system for evaluating and describing jobs in the federal government. The guidebook deals with the process of evaluation of jobs in ministries / federal entities and the mechanism of implementation in accordance with the approved system. This ultimately helps disseminate the culture of job evaluation and description.

3.3 Job evaluation stages

After completing the job analysis stage and preparing a job description card, which was explained in detail in Chapter II of this Guidebook, the job evaluation stage begins. This stage is based on a systematic and standardized procedure for determining the weight of the job compared with other similar jobs in the government, using an approved system of job evaluation in the federal government.

The Federal Job Evaluation Committee and the Internal Job Evaluation Committee in the federal entity play a key role in the job evaluation process. Committees are formed according to approved mechanisms, which define the mandate of each committee, and how their decisions are rendered and approved.

3.4 Committees and mechanism of creation

Committee	Committee Location	Mechanism of committee creation	Duties and powers of the Federal Committee	Committee meetings	Committee resolutions
Federal Job Evaluation Committee	FAHR	It is formed by a decision of FAHR's Chairman and is chaired by FAHR's Director General. Members are to be determined by the decision of formation. The Committee may get the help of any of the experts, either within the Federal Government or outside.	<ol style="list-style-type: none"> 1. Lend support to internal evaluation committees in the federal entities to ensure the proper implementation of job evaluation and description in the federal entities. 2. Approve job evaluation results collected from internal evaluation committees in the federal entities. 3. Provide FAHR with periodic and updated job descriptions, titles and families for all jobs in the federal entities. 4. Approve job titles, descriptions and families of new, existing and updated jobs. 5. Conduct periodic review of the reference levels table, and to submit amendment recommendations if necessary. 	The Committee shall hold meetings at the invitation of its Chairman in the place and time he determines. The Committee may hold special meetings whenever necessary.	The Committee shall pass its resolutions at a meeting attended by a majority of its members, provided that the Chairman or Vice-Chairman shall be present at the meeting. In case of a tie vote, the Chairman's side shall prevail.

			6. Draft periodic reports on the number of new and amended jobs in the federal government.		
Internal Job Evaluation Committee in federal entities	Relevant federal entity	<p>The Committee is created in each federal entity by a decision from the relevant Minister or the like. It shall be chaired by the Undersecretary, or the like, and it shall have a number of members. The Committee may get the help of any of the experts, either within the entity or outside, provided that he/she shall not have the right to vote in the Committee.</p>	<ol style="list-style-type: none"> 1. Review the job description of the jobs to be evaluated. 2. Evaluate all jobs in the relevant federal entity and ensure that jobs conform to the grade scale. 3. Ensure that jobs are logically, transparently and fairly classified in a manner that defines the responsibilities of each job. 4. Abide by regulations and decisions issued by the Federal Job Evaluation Committee or FAHR in respect of job evaluation. 5. Draft annual reports on the number of jobs evaluated and re-evaluated in the federal entity and indicate the amendments thereto. 6. Contact the Federal Committee to evaluate jobs on a continuous basis. 7. Suggest new job titles, descriptions and families and refer them to the Federal Committee for Government Job Evaluation for approval. 	The Committee shall hold its meetings at the invitation of its Chairman and may call for extraordinary meetings when necessary.	Committee's resolutions shall be rendered by the majority of votes, provided that the reasons thereof are mentioned. In case of a tie vote, the side of the Chairman shall prevail in pursuance of Circular No. 3 of 2014.

3.5 Foundations of job classification

Before embarking on the procedures of job evaluation, the internal job evaluation committee in the federal entity will classify jobs into a job family, category and path, and refer the same to the Federal Job Evaluation Committee for approval.

Job families are determined based on job or occupational groups so that each job family shall include several job categories under the correct job family. This is aimed to reach the correct classification of the job. So, each job must fall under the “correct” job family and category and the “correct” career path according to the criteria and mechanisms to be explained in this Chapter.

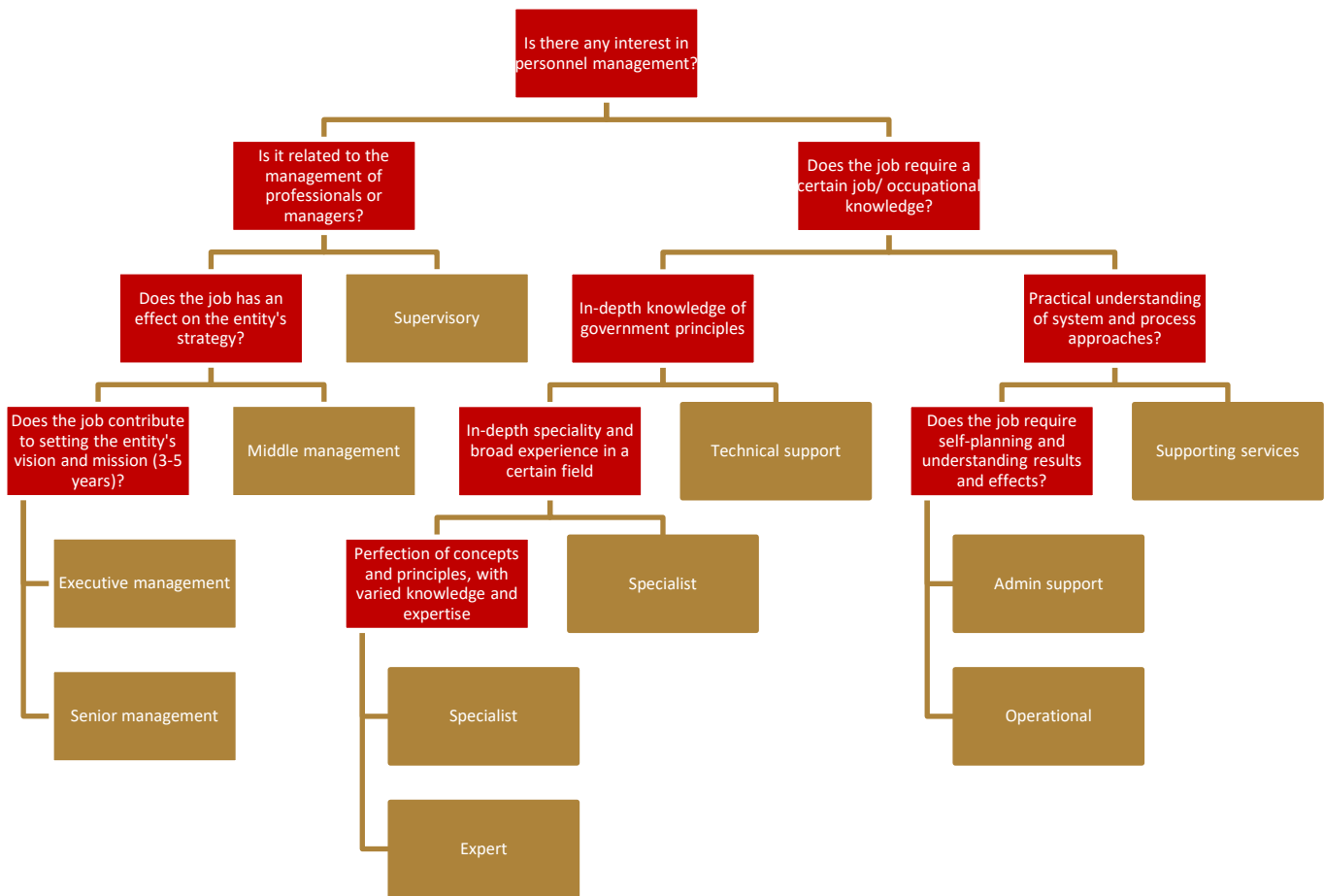
In order to facilitate job classification into coherent job families, the job families have been approved as set out in the Job Evaluation and Description System as a basis for job classification:

Job families according to the approved Job Evaluation and Description System in the Federal Government are as follows:

- | | |
|--|------------------------------------|
| 1- Education | 11- Engineering |
| 2- Health and safety | 12- Culture, arts and literature |
| 3- Media | 13- Economics and statistics |
| 4- Climate change, environment and water | 14- Corporate development |
| 5- Labor | 15- Program and project management |
| 6- Natural sciences (physics, chemistry, geology, biology, etc.) | 16- Support services |
| 7- Legal /judicial | 17- Human resources |
| 8- Political / diplomatic | 18- Finance and accounting |
| 9- Religious | 19- Auditing and governance |
| 10- Social development | 20- Information Technology |

Job family and subfamily lists are updatable as per government needs and based on the factors and variables that have an effect on fields and sectors as part of the government’s future specialities and approaches.

To identify the proper job category according to the job family of each category, the following steps should be taken as shown in Figure No. (1) Below:



In Figure No. 1, jobs are classified under job categories based on the professional or career field as a criterion according to which jobs are determined. Each job has its own characteristics which set it apart from other jobs. Such characteristics must be observed upon allocating a certain job to its correct category and title.

Once classification of the job category is approved as per the Figure by the Federal Job Evaluation Committee, the proposed job grade is assigned based on the schedule of grades, federal government payroll, job category and job titles within the approved Schedule No. (3). on how to link the reference level with the job grade attached to the Job Evaluation and Description System. This shall be consulted during job evaluation.

It should be noted here that the classification of job categories should not stray away from the three career paths approved under the Job Evaluation and Description System in the federal government. These paths are as follows:

- 1- **Leadership:** This type includes categories of jobs which jointly set the entity's general strategy in line with the government's approaches, and whose duties and responsibilities are related to the implementation of duties and main tasks.

- 2- **Executive:** This includes the type of jobs whose incumbents, under the supervision of the line manager, carry out primary or secondary activities in the entity. They execute and follow up programs and initiatives as part of those activities, in addition to planning work programs, coordination and control.
- 3- **Occupational / specialized:** This type includes job categories whose duties and responsibilities are related to the execution of specialized and primary tasks as part of the work undertaken by the federal entity.

The federal entity should identify the path of the approved job according to the proper classification that corresponds to one of the paths mentioned above. Accordingly, the career path of the employee is determined from the beginning. In this regard, the employee can be on the same path or move to another path through transfer if he/she meets the conditions for filling the vacancy to which he/she is transferred. The employee may apply for a promotion, subject to the fulfillment of its prescribed conditions. This should be in accordance with the provisions of the Human Resources Law, as amended, and the Implementing Regulations thereof and the relevant laws.

The following diagram shows three career paths: leadership, occupational and specialized occupational; and the job categories to which every approved job in the federal government should belong:

Categories and career paths approved in the Job Evaluation and Description System in the Federal Government:

Categories and Career Paths Approved in the Job Evaluation and Description System in the Federal Government

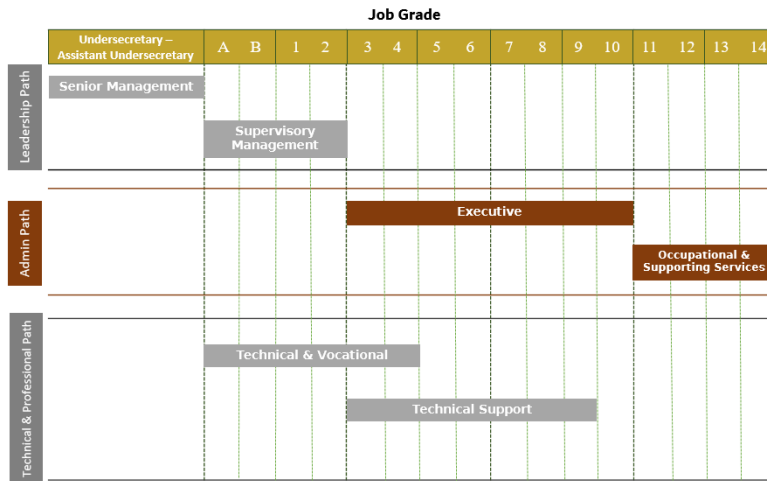


Chart Shows the Approved Career Paths in the Federal Government

Figure No. 2

Beginning:

Illustrative example showing that a “civil engineer” job belongs to:

<p>Job family Education Health and safety Media Climate change, environment and water Sciences Nature (physics, chemistry, geology, biology, etc.) Law/ judicial Political/ diplomatic Religious Care Social development Engineering Culture, arts, and literature Quality and statistics Program and project management Support services HR Economy and finance Auditing and control IT</p> <p>Specified from 20 job families in the approved Job Evaluation and Description System</p>	<p>Subfamily Petroleum Engineering Architecture Chemical Electric Civil Nuclear power Electronic Mechanic Interior design Technical engineering Industrial Engineering project management Medical engineering</p>	<p>Career path Leadership Admin</p> <p>Occupational / specialized Specified within the three approved paths under the Job Evaluation and Description System</p>	<p>Job Category Leadership Supervisory Executive</p> <p>Specialized and occupational Specified based on the professional and job field as per specifications of each job</p>
--	---	--	--

3.6 Steps of job evaluation

1- Job Description Analysis: The internal job evaluation committee in the federal entity approves the results of the job components check, which was prepared at the stage of job analysis (explained in detail in Chapter II of this Guidebook).

2. Evaluation of the size of the job: Start job size evaluation, which is the responsibility of the internal job evaluation committee in the federal entity. Evaluation is based on the following criteria:

- Job knowledge: This includes practical or specialized knowledge, knowledge related to planning, organization, integration (admin knowledge), communication and influencing skills.

- Level of thinking: This includes (challenges of thinking and the challenges associated with the job which require a certain level of thinking).

- Responsibility: It includes (discretion, nature and scope of influence).

(Refer to the approved measurement matrix in the Federal Job Evaluation and Description System in the federal government to calculate the total score for each criterion).

Illustrative example: Evaluate the size of the “Head of Section Job (X)” in the federal entity (Y), where the total points for each criterion are calculated.

(Job knowledge, level of thinking, responsibility) by referring to the approved measurement matrix.

*** Numbers used to calculate points for the indicated criteria are indicative only and do not reflect the exact number of the job size.**

Points of the “Job knowledge” criterion are calculated as follows:

Job knowledge	Practical or specialized knowledge	Admin knowledge	Communication and influencing skills	
Total points	98	104	100	302

Points of the “Level of thinking” criterion are calculated as follows:

Level of thinking	Thinking challenges	Challenges accompanying job	
Total points	47	85	132

Points of the “Responsibility” criterion are calculated as follows:

Responsibility	Discretion	Nature /scope of influence	
Total points	65	87	152

Total points:

Evaluation criteria	Job knowledge	Level of thinking	Responsibility	Total points (job size)
Total points	302	132	152	586

3- Definition of grade reference level: Based on the result of evaluating the size / weight of the job, the Job Evaluation and Description Support Team explores the reference level of the job (according to the main evaluation scale attached to the approved Job Evaluation and Description System).

Total points in Figure 2 are 586 as per the main evaluation measurement table. The reference level is determined according to the grade, category and job title corresponding to the reference level. Each job has its own reference level. In the abovementioned example, the corresponding reference level in the job is (18) and therefore the job grade according to the measurement is (second grade).

Illustrative example

Figure No. (2)

4- Linking reference level to job level: The internal committee will refer the results of the initial job evaluation to the Federal Job Evaluation Committee for final approval.

5- Approval of final evaluation of the job: After the final approval from the Federal Committee, the approval and the final results of the job evaluation are referred to the Internal Committee. Then, they are forwarded to all Human Resources Departments in the federal entities to be put into practice.

The Human Resources Information System (Bayanati) is updated with job details (job grade, title and category) by FAHR.

6- Implementation mechanisms following the approval of job evaluations: As stated above, this Job Evaluation and Description System is not intended for placement or re-placement of employees after completion of the job evaluation process. This process has been explained in this Guidebook, without prejudice to the vested rights of incumbents of jobs related to the job being evaluated. The grade of the employee may differ from the grade of the job he/she currently holds. The grade is higher, lower or equal to the job.

Therefore, these cases should be addressed according to the following mechanism:

If the grade of the evaluated job is equivalent to the employee's current job grade, the status of the employee shall remain unchanged.

In case the evaluated grade is below the employee's current job grade, the Human Resources Department should consider drawing up a plan to train and qualify the employee to hold another job. This job should match his/her qualifications and professional capabilities provided that it is in the same job family, category and degree. It should also be consistent with the Performance Management System and the Training and Development System applicable in the federal government.

In case the evaluated grade is higher than the employee's current job grade, the Human Resources Department at the entity can consider transferring the employee to another job. The new job grade should be consistent with the same group without prejudice to the conditions required to take on the job to which he/she is transferred. This should also be done in accordance with the HR Law in the Federal Government, its Implementing Regulations and the Performance Management System in the federal government.

With regard to new hires, an employee shall be appointed only in a job that has been evaluated according to the mechanism specified in the approved Job Evaluation and Description System and as explained in detail in this Guidebook.

Alignment of general staff grades with other cadres as part of the administrative job evaluation

Job categories	Grade	Reference level as per Hay System	Examples of titles approved in the federal government by the Committee	Medical Staff	Educational Staff	Diplomatic Staff	Judicial Staff		
Leadership	Jobs held by decrees and sovereign decisions		Minister, Chairman of Authority, Undersecretary, Assistant Undersecretary, Secretary-General, Director-General, Executive Director, Deputy Secretary-General and Deputy Director-General		Ambassador, First Class Minister Plenipotentiary, Minister Plenipotentiary		President of the Union Supreme Court, Undersecretary of the Ministry of Justice, Attorney General, Judges of the Union Supreme Court, Director of Judicial Inspection Department, Chiefs of Courts of Appeal, First Attorney General, Assistant Undersecretary for Fatwa, Legislation and State Litigation Affairs		
Supervisory	Special A	880-1260	Director of Dept., Branch Manager, Office Manager, Director of Center, Head of Section, Head of Division	Hospital Director, Head of Nursing	School Director, Zone Director, Assistant Director Zone	The rest of supervisory job titles shall be aligned as applicable in the Job Evaluation and Description System consistently with the diplomatic staff grades		2 nd Judges of the Courts of Appeal, Presidents of the Courts of First Instance, Attorneys General, Directors of Departments of Fatwa, Legislation and State Litigation Affairs	
	Special B	879-519				Grades of diplomatic staff: Counsellor, First Secretary, Second Secretary			Grades of corresponding general staff: Special A – 2 nd
	First	614-734				Grades of diplomatic staff: Third secretary, attaché			
	Second	519-613							
Admin	Third	371-518	Chief Executive, Executive, Chief Administrator, Senior Administrator, Administrator (in all disciplines and administrative jobs) Secretary, Executive Secretary						
	Fourth	314-370							
	Fifth	269-313							
	Sixth	228-268							
	Seventh	161-227							

- To determine the grades and reference level for grade evaluation, the guidelines for the approved qualifications and experience within the Job Evaluation and Description System will be used as shown in Slide No. 10.

Alignment of general staff grades with other cadres as part of the administrative job evaluation

Job categories	Grade	Reference level as per Hay Syste	Examples of titles approved in the federal government by the Committee	Medical Staff		Educational Staff		Diplomatic Staff	Judicial Staff		
Specialized and occupational: technical occupational	Special A	880-1260	Technical occupational: consultant, expert, senior specialist, engineer, analyst	First	Consultant physician A	First	Educational expert, curriculum expert, subject supervisor, stage supervisor, subject teacher, educational control expert, expert of assessment of national and international tests, learning resources specialist	Remaining specialist job titles are aligned as applicable in the Job Evaluation and Description System	First	Public prosecutors, Heads of Departments of Fatwa, Legislation and State Litigation, the judges of Fatwa, Legislation and State Litigation, judges of the Courts of First Instance	
	Special B	879-519			Consultant physician B						
	First	614-734		Second	Specialist doctor A						Second
	Second	519-613									
	Third	371-518		Third	Specialist doctor B						Third
	Fourth	314-370									
	Fifth-Seventh	269-161		Fourth	Beginner doctor, GP						Fourth
	Specialized and occupational: technical support	Fourth-Tenth		314-98	Technical support: assistant technician, support technician, maintenance technician						SECOND-FOURTH
Second – Twelfth			Deputy head of nursing, technician, assistant								

technician,
nursing
assistant
(medical
technicians
with
degrees)

- To determine the grades and reference level for grade evaluation, the guidelines for the approved qualifications and experience within the Job Evaluation and Description System will be used as shown in Slide No. 10.

3.7 Procedure flowchart

Job evaluation:

Internal job evaluation committee in the federal entity

1- Approval of results from the job components check, which was prepared at the stage of job analysis and explained in detail in Chapter II of this Guidebook.

Responsibility: Internal job evaluation committee in the federal entity

Human Resources Department

2- Submit proposed job descriptions, approved organizational structure, the federal authority's strategy and approved budgets for programs, projects and activities to the internal job evaluation committee in the federal entity.

Responsibility: Employee in charge

3- Review job description and identify the total job extent i.e. job evaluation result. Explore reference level for federal grade planning and set the appropriate grade for the job and the job family according to the approved Job Evaluation and Description System.

Responsibility: Internal job evaluation committee in the federal entity

4- Verify the results of the job evaluation process in terms of job category, grade and title, taking into account any changes to the jobs or job families, whether this change is a creation of new jobs or modification, merging or cancellation of current jobs.

Responsibility: Internal job evaluation committee in the federal entity

5- Propose reference level for the grade

Responsibility: Internal job evaluation committee in the federal entity

6- Forward the results of the initial job evaluation to the Federal Job Evaluation Committee for final approval, along with the initial job evaluation, the job description and the federal entity's approved organizational structure in accordance with the proposed form for evaluation result reporting.

Responsibility: Internal job evaluation committee in the federal entity

7- Final approval of the initial job evaluation including job category, degree and title.

Responsibility: Federal Job Evaluation Committee

8- Forward the approval and the final results of the job evaluation to the internal job evaluation committee in the federal entity.

Responsibility: Federal Job Evaluation Committee

9- Forward the approval and the final results of the job evaluation to the Human Resources Department of the federal entity.

Responsibility: Internal job evaluation committee in the federal entity

10- Update data whether that related to the creation of new jobs or modification of current jobs on Bayanati system.

Responsibility: Bayanati employee in charge

11- Update the database of job descriptions, titles, family and grades on Bayanati.

Responsibility: Bayanati employee in charge

Chapter IV

Forms and Appendices

4.1 Job description card form

ORACLE

باف ليرير يرحم عافية آيات نفاك لعلول

نموذج طلب التوظيف الرئيسي

نموذج طلب التوظيف الرئيسي

ملاحظة: اذا كانت الوظيفة المطلوبة غير موجودة ، يرجى اختيار "وظيفة مستجدة" وكتابة اسم جديد للتوظيف

الاهداف العامة

تتعد آيات العمل الخاصة بإعداد المخطط الاستراتيجية والتشغيلية وتطبيق برامج ومنظومة التميز الحكومي ومعايير إستشراف المستقبل ومبادرات التطوير المؤسسي وتطوير الخدمات المقدمة وإرساء التماثلين في الجهة وفق أفضل الممارسات، ومتابعة نتائج مؤشرات الأداء

عدد سنوات الخبرة	المؤهل العلمي
٢	ماجستير-إدارة الأعمال
٤	بكالوريوس-إدارة الأعمال
٦	دبلوم-إدارة الأعمال

المهام الرئيسية والمسؤوليات

تقديم وتطوير صياغة التحليل الاستراتيجي ومتطلبات إستشراف المستقبل والمنهجيات والأدلة المرتبطة بها وإعداد الخطة الاستراتيجية بدعم الدعم اللازم في إعداد متطلبات الخطة التشغيلية وكتابة فاس ومتابعة مؤشرات الأداء وتطويرها وفق إطار الخطة الاستراتيجية المشاركة في إعداد الملاحظات الخاصة بالهيكل التنظيمي ومشكلات تحسين المخرجات التطويرية للمعلومات والخدمات وضع معايير وآس الاطلاع على المخرجات المرجعية وأفضل الممارسات في التخطيط الاستراتيجي والمستقبل، وطى ما يمتد في مجال عمل الجهة بهدف معالجة وتحليل الملاحظات والإقرارات الإدارية المسجلة على نظام حكومتى ومتابعة حل الشكاوى والملاحظات المقدمة من مختلف تصنيف وإرساء Cascading Down كافة المؤشرات الاستراتيجية على مستويات الصداقات والإدارات والموظفين لضمان توظيفهم متابعة وحصر كافة صديقات إدخال المستهدفات الرقمية ونتائج تلتها المبادرات التشغيلية ومرافقتها وفق الأنظمة الإلكترونية والمنهجيات

المهارات

الاعتماد على المخطط الاستراتيجي وتجزئته مؤسسيا

مهني- تخصصي

التفصيلية والمهنية

الرجات عالية/مواطن/الثقاة

الرجات عالية/الثقاة

الرجات عالية/مواطن/الثقاة

الرجات عالية/الثقاة

تاريخ اعداد الوظيفة

البحث عن الوظيفة الرئيسية

التفصيل

التفصيل	اسم المستخدم	الحالة	تاريخ القرار	التفصيلات
١	FAHR530199	اعداده	٢٠١٨-١١-٠١	

4.2 Illustrative example of a job description card



نموذج الوصف الوظيفي

تفاصيل المهام	
المسمى الوظيفي	أخصائي تخطيط إستراتيجي وتميز مؤسسي
رمز الوظيفة	
الفئة الوظيفية	نظام تقييم وتوصيف الوظائف: تصنيف رئاسة مجلس الوزراء: التخصصية والمهنية
الدرجة الوظيفية	الحد الاعلى: الثانية الحد الادنى: الثالثة
المسار الوظيفي	مهني- تخصصي
العائلة الوظيفية	التطوير المؤسسي
العائلة الوظيفية الفرعية	التخطيط الاستراتيجي

الهدف العام للوظيفة

تنفيذ آليات العمل الخاصة بإعداد الخطط الإستراتيجية والتشغيلية وتطبيق برامج ومنظومة التميز الحكومي ومعايير إستشراف المستقبل ومبادرات التطوير المؤسسي وتطوير الخدمات المقدمة وإسعاد المتعاملين في الهيئة وفق أفضل الممارسات، ومتابعة نتائج مؤشرات الأداء المحققة وإعداد التقارير والتوصيات التحسينية ذات الصلة، بالإضافة للمساهمة في توعية الأطراف المعنية وتوفير الدعم الفني اللازم.

المؤهلات والخبرة

الخبرات	الحد الأدنى من المؤهلات
٤	بكالوريوس-إدارة الأعمال
٦	دبلوم-إدارة الأعمال
٢	ماجستير-إدارة الأعمال

الكفاءات الفنية والسلوكية وفق المستويات المحددة بنظام ادارة الاداء المعتمد في الحكومة الاتحادية المهارات

المسؤوليات الرئيسية

الإطلاع على الممارسات المرجعية وأفضل الممارسات في التخطيط الاستراتيجي والمستقبل، وعلى ما يستجد في مجال عمل الهيئة بهدف تطوير وتحديث الخطط الاستراتيجية ومتطلبات التميز المؤسسي بالهيئة.
المشاركة في إبداء الملاحظات الخاصة بالهيكل التنظيمي ومتطلبات تحسين العمليات التطويرية للعمليات والخدمات وضع معايير وأسس برامج التميز والجودة والأيزو وآليات ومنهجيات تطبيقها بالتنسيق مع المعنيين.
تصنيف وإسقاط Cascading Down كافة المؤشرات الاستراتيجية على مستويات القطاعات والإدارات والموظفين لضمان توظيفها وتكاملها على كافة المستويات وللمساعدة في متابعة وتقييم الأداء المؤسسي والفردي، وتطوير النماذج والاستمارات الخاصة بتطبيقها.
تطبيق جوائز التميز الداخلية والخارجية وإعداد طلبات الترشيح ونشر الوعي حول آلية المشاركة والتقييم وإعداد التقارير والمنهجيات والوثائق والأدلة المطلوبة.
تطبيق منهجيات التواصل مع الشركاء الاستراتيجيين ومختلف الفئات المعنية لضمان كفاءة تنسيق وتحقيق الأهداف والمؤشرات الوطنية والمشاركة.
تقديم الدعم اللازم في إعداد متطلبات الخطة التشغيلية وآليات قياس ومتابعة مؤشرات الأداء وتطويرها وفق إطار الخطة الاستراتيجية ومعايير إستشراف المستقبل.
تنظيم وتخطيط عمليات التحليل الاستراتيجي ومتطلبات إستشراف المستقبل والمنهجيات والأدلة المرتبطة بها وإعداد الخطة الإستراتيجية وفق رسالة ورؤية وقيم الهيئة ومتطلبات الأجندة الوطنية بالتعاون مع مختلف الوحدات التنظيمية بالهيئة.
دراسة وتحليل نتائج الأداء الاستراتيجي والمؤسسي للهيئة ومساهمتها في تحقيق رؤية الهيئة ومتطلبات التميز، وتحديد فجوات الأداء وإعداد التوصيات الخطط التحسينية لتطوير الممارسات المستقبلية..
رصد كافة المتغيرات البيئية الداخلية والخارجية ذات التأثير على خطط الهيئة الاستراتيجية والتطويرية والمشاركة في إعداد الخطط البديلة وخطط الطوارئ وفق للمنهجيات ونتائج إستشراف المستقبل.
عقد لقاءات توعوية لتعزيز ممارسات الابتكار وإستشراف المستقبل وشرح محتويات الخطة الاستراتيجية والمبادرات والمنهجيات المعتمدة ومتطلبات التميز المؤسسي بالهيئة.

متابعة وحصر كافة عمليات إدخال المستهدفات الرقمية ونتائج تنفيذ المبادرات التشغيلية ومرفقاتها وفق الأنظمة الإلكترونية والمنهجيات المستخدمة والتحقق الميداني من كافة الوثائق والأدلة المرتبطة بها وإعداد التقارير ذات الصلة.
معالجة وتحليل الملاحظات والإقتراحات الإبداعية المسجلة على نظام حكومتى ومتابعة حل الشكاوى والملاحظات المقدمة من مختلف الفئات ومتابعة مستوى رضا وسعادة المتعاملين حول جودة الخدمات المقدمة وتنفيذ دراسات إستطلاع الرأي ورفع التقارير والتوصيات الى الرئيس المباشر.

توقيع الاجراءات		
الاعداد (المسؤول المباشر)	التاريخ	
المراجعة (المسؤول المباشر)	التاريخ	
الاعتماد (وكيل الوزارة / الوكيل المساعد) أو من حكمهم		
توقيع	التاريخ	
مدير إدارة الموارد البشرية		

تم اعتماد بطاقة الوصف الوظيفي من قبل اللجنة الاتحادية لتقييم الوظائف برقم الجلسة (-) بتاريخ: ٢٠١٨-١١-٠١
اصدار رقم:



4.3 Job analysis survey form

First: General details	
Date	Job title
Department/ Section	Line manager
Second: Academic qualifications	
Level of academic qualification	Specialized qualifications
Third: Practical experience	
Fourth: Training courses	
Name of training program	Duration
Fifth: General objective of job	
Sixth: Job dimensions	
a) Direct / indirect subordinates	
Number of direct (indirect) subordinates	Direct subordinates' job titles
b) Financial authority	
Seventh: Details of tasks and linking them to time	

Details of tasks	Frequency: Daily/ weekly/ monthly	Time consumed to fulfill the task
Eighth: Reports related to job		
Title of report	Number of reports	Frequency: Daily/ weekly/ monthly
Ninth: Points of contact within and outside the Ministry / federal entity		
a. Internal point of contact		
Name of internal point of contact	Frequency: Daily/ weekly/ monthly	
b. Third party points of contact		
Name of third party point of contact	Frequency: Daily/ weekly/ monthly	
Tenth		
1- What type of supervision is exercised by the line manager on the incumbent? a) Direct supervision. b) Indirect supervision What are the powers vested in the incumbent to undertake his/her work duties? a) Perform what is required and continually refer to the line manager in all tasks. b) Leave the authority to determine the lines of work and the appropriate timing for the performance thereof to the incumbent. c) Address the problems resulting from the incumbent's performance of duties. d) The power to find solutions according to the nature of each situation. How does the line manager review the integrity and accuracy of the work performed by the subordinate? a) Review all completed processes. b) Review only basic elements. c) General review.		
Eleventh: Nature of work		
Identify risks to which the incumbent is vulnerable while performing his/her duty? What is the degree of vulnerability?		
Twelfth: Approval of report		
Line manager:		
Signature	Date	
Director of Department		
Signature	Date	

4.4 Form of existing job description update

No.

Date:

To: Director of HR Department

Dear Sir,

Subject: Request for existing job description update

Kindly approve the existing job description update according to the following details:

Job title		Department / Division	
Line manager		Job grade	
Date of first approval of existing job description		Date of latest amendment of existing job description	
Reason for amendment:			
- () Restructuring the Organization Structure - () Administrative decision adding or removing tasks - Other: Kindly specify:.....			
Remarks:			

Kind regards,
Line Manager

Department Director

To: Director of the relevant Department

Dear Sir,

After reviewing your request for the amendment of an existing job description, and based on the Job Evaluation and Description System, we have decided as follows:

- () Your request is approved. Existing job description will be sent to you for amendment.
- () Your request is rejected because:

Kind regards,
Director of HR Department

4.5 Form of initial job evaluation results submission

No.

Date:

To: Chairman of the Federal Job Evaluation Committee

Dear Sir,

Subject: Request for initial job evaluation results approval

Job title	Dept.	Job category	Initial evaluation results			Total points	Reference level	Proposed grade	Remarks	Amendment, if required	Approval
			Knowledge	Thinking	Responsibility						

Kindly note that the justifications of the request are as follows:

.....

Kind regards,

Chairman of the Internal Job Evaluation Committee

4.6 Schedule No. 3: How to link reference level to job grade

Job titles corresponding to reference level*	Main measurement of evaluation	
	Job grades as per federal grade and salary scale	Reference level
Director of department/ zone / hospital, minister's office manager, consultant/ expert	Special A	22
		21
Minister's office manager, undersecretary office manager, office/center manager, director of a ministry's branch in different locations in the UAE, expert, consultant, assistant expert, assistant consultant	Special B	20
Head of section / assistant expert, assistant consultant/ senior specialist	1	19
Head of unit, specialist	2	18
Chief executive, specialist	3	17
		16
Executive, assistant specialist, executive secretary	4	15
Executive secretary, chief administrator	5	14
Senior administrator, secretary	6	13
Secretary, administrator	7	12
		11
Operational jobs whose performance requires the use of advanced equipment and the jobholder's ability to communicate orally, read and write	8	10
Operational jobs whose performance requires the use of advanced equipment and the jobholder's ability to communicate orally and read	9 10	9
		8
Operational jobs whose performance requires the use of advanced equipment and the jobholder's ability to communicate orally	11 12	7
		6
Supportive jobs whose performance requires the use of basic tools	13	5
Supportive jobs whose performance requires physical effort	14	4

Note: Job titles included in the schedule are given as examples. The entire schedule is based on the evaluation of each job according to the mechanisms adopted in the Job Evaluation and Description System in the federal government, as job titles may fall under a scope that covers more than one job grade.

For more information, kindly refer to the approved Job Evaluation and Description System in the federal government.

4.7 Guideline appendix (A): Characteristics of general job categories and titles

Career path	Grade	Job titles*	(Characteristics of category) guiding indicators
Leadership	Special grade A, Special Grade B and First Grade	Director of department/ zone / hospital, minister's office manager, officer/center manager	<ul style="list-style-type: none"> - Effectively set and lead work rules and strategies. - Identify overall results, and set policies to bear fruit within 6-12 months. - Create multilayered leadership integration between processes and concepts in dealing with key tasks or strategic procedures within the organization to achieve overall objectives. - Sphere of influence - large complex units or sections. - Time range of planning: about one to three years. - Behavioral change - requires dealing with others, encouraging, developing and motivating individuals and changing their behavior. It may be necessary in some cases to play role models and create the right environment for action. - Ability to persuade and insist on positions based on the strength of argument, evidence, facts, and identifying with the opinions of others. - Consider the federal entity's framework of policies, principles and general objectives of the. - Identify matters in terms of their nature and methodology. - Work within and follow the guidelines for organizational objectives and strategic policy of the federal entity.
Supervisory	Special grade B to grade 2	<ul style="list-style-type: none"> - Head of section, office manager - Senior project manager - Head of unit 	<ul style="list-style-type: none"> - Management of professionals or managers' affairs. - Freedom of making decisions on how to achieve the final results, with extensive decision-making power. Results depend on the method followed in reaching them. - Integration of operations or services with the set programs to fulfill the unit's objectives. - Sphere of influence - powers of management or service field. - Time range of planning: about one year. - Management of internal / external relations. - Dealing with individuals requires understanding, leadership and support through the use of technical knowledge or logical arguments to motivate them to work. - Problems may be unidentified when working within a broad framework of guidelines. - Consider a broad framework of policies and objectives. - Work in accordance with flexible practices and procedures in the light of administrative policies and guidelines. - Work according to general guidelines and broadly defined objectives.

Supervisory	Grade 2 to 3	Head of unit	<ul style="list-style-type: none"> - Conduct and supervise multiple and defined activities in terms of objectives and content. Work requires cooperation with colleagues and identifying the relationship among different activities. - Decision-making is restricted to a set of precedents / specific policies. Efforts bear fruit within weeks. - Sphere of influence: small section or unit. - Time range of planning: less than one year. - Supervising subordinates whose tasks are so similar. - Dealing with others is basically limited to the request and provision of information. Kind and effective dealing is required. - Supervision may require development of new procedures within the existing policies. - Thinking within the limits of specific policies and principles with pre-set objectives. - Work according to flexible practices and procedures in the light of administrative policies and guidelines. - Work according to general guidelines and broadly defined objectives. - Work according to practices and procedures in light of specific precedents or policy, and continuously review final results.
Executive	Grade 3 to 6	<ul style="list-style-type: none"> - Chief executive - Chief administrator - Senior administrator - Executive secretary 	<ul style="list-style-type: none"> - Knowledge is required for the application of practical methods and techniques, work procedures and processes and/or proficiency in the specialized use of materials equipment and tools. This knowledge is acquired through some specialized training. - Practical understanding of methods, systems and processes. - Interpretation of established precedents and experience. Nature of problem and how to solve fairly clearly defined. - Several choices are given based on experience; result can be readily checked for correctness by choosing from available answers. - Operating within standardized practices and procedures, general work instructions and supervision of progress and results. - Operating through established precedents, giving opportunity for flexibility/initiative. Results are seen in days. - Understand cross functional impact. - Individual contribution and ability to plan and organize their own work. - Planning and co-coordinating activities for short timescale. - Information exchange, asking questions, exercising thoughtfulness. - Thinking within well-defined, somewhat diversified, procedures with many precedents covering most situations and/or readily available assistance

Executive	Grade 7	<ul style="list-style-type: none"> - Secretary - Administrator 	<ul style="list-style-type: none"> - Identify standard practices and methods of work; recognize facts and general information, use of simple equipment and machinery. Knowledge is usually acquired through on-the-job training. - In-depth understanding of direct work action. - Focus on the task with specific objective and content with limited knowledge or awareness of the surrounding circumstances and developments. - Deal with a specific task without linking it to other tasks. - Choose a performance method from a set of predefined procedural steps based on previous experience. - Work in accordance with common guidelines and practices under direct supervision. - The employee is allowed to make some arrangements to prepare work. Results are given within hours. - Consider detailed standard practices and guidelines with readily available assistance or models to follow. - Stable work conditions and tasks are often repetitive.
Auxiliary	Grade 9 to 14	<ul style="list-style-type: none"> - Driver, security personnel, porter, messenger. - Office boy - Worker 	<ul style="list-style-type: none"> - Simple work assignments, often repetitive simple tasks. - Unskilled job that can be learnt in a short period of time (2-3 months). - Basic numeracy, literacy and knowledge of simple instruction and routines generally acquired through a brief explanation. - Operating within direct and detailed instructions with very close and continuous supervision. Immediate performance results. - Detailed sequence and timing of action steps. - Thinking within very detailed and precisely defined rules and instructions.
Specialized and occupational	Special grade A to special grade B	<ul style="list-style-type: none"> - Consultant - Expert 	<ul style="list-style-type: none"> - In-depth understanding of concepts and principles and extensive knowledge experience - Job requires deep knowledge and the theories, concepts and application of this knowledge on scientific fields, accompanied by continuous achievements in the field of specialization. - Diverse and accumulated knowledge, full assimilation of concepts and professional practices derived from practical experience or extensive training on the field of speciality. - New situations requiring the development of new concepts and innovative solutions in case previous experience is not available. - Insight beyond knowledge limits. - Job effects on the federal entity's end results. - Vital effect with an advisory/ analytical nature.

Specialized and occupational	Special grade B to grade 2	<ul style="list-style-type: none"> - Consultant - Assistant/assistant expert. - Senior specialist. - Specialist 	<ul style="list-style-type: none"> - In-depth specialization and broad experience. - Broad and/or deep knowledge in the field of expertise requiring a command of diverse practices and precedents and/or sophisticated concepts and principles. This knowledge is acquired through very deep and/or broad experience typically combined with a professional or academic qualification. - Adaptive - Situations constantly requiring adaption or development of new solutions through analytical, interpretative, evaluative, creative and innovative thinking. - Significant evaluative judgment, no 'right answer', identifying the problem before solving it. - Job impact on an organization's end results – important impact in terms of facilitating performance / reliance on analysis and interpretation of situations perhaps across departments.
Specialized and occupational	Grade 1 to 4	<ul style="list-style-type: none"> - Senior specialist - Specialist - Qualified professionals, such as doctor and engineer 	<ul style="list-style-type: none"> - Conceptual understanding of governing principles. - Sufficient knowledge in a technical, scientific or specialized field built on understanding of theoretical concepts and principles and their context. This knowledge is acquired through professional or academic qualification or through extensive practical experience. - Variable situations requiring the identification of issues, the application of judgment and the selection of solutions within the area of expertise and acquired knowledge. - Alternative solutions but a 'right answer' exists and may need analysis to identify and use judgment for right answer. - Job impact on an organization's end results – limited to information noted in the records of the relevant department.
Technical support	Grade 4 to 7	<ul style="list-style-type: none"> - Qualified assistants in a specific technical area, supervised by helping professionals 	<ul style="list-style-type: none"> - Specific functional or occupational knowledge - Practical understanding of methods, systems and processes - Broad or specialized knowledge of methods, techniques and processes with some knowledge of basic theoretical background. This knowledge is typically acquired through advanced specialized training and broad practical work experience. - Knowledge is required for the application of practical methods and techniques, work procedures and processes and/or proficiency in the specialized use of materials equipment and tools. This knowledge is acquired through some specialized training. - Work depends on similar patterned situations requiring solutions by comparing between previously known alternatives. - Choose from a number of procedures in response to different work situations. - Thinking within multiple, substantially different procedures, standards and precedents to come to solutions. - Provide several choices based on experience. Results can be readily checked for correctness and choose from the best answers. - Job impact on an organization's end results – minimal, incidental support.

(Job titles mentioned above are examples only)

4.8 Main job families and sub-families

SN	Approved job family name as per the system	Definition of family	Job sub-family
1	Health and safety	Includes all jobs whose duties are the performance of specialized work in the areas of occupational health and require specialized university qualification. The work of this group includes the implementation of the work of human medicine, dentistry, veterinary medicine, psychiatry, dentistry, physiotherapy, nursing, pharmacy and medical laboratories, management of health facilities, provision of health care services, application of occupational standards in buildings, and application of all specifications, conditions and procedures related thereto.	Health and safety Physiotherapy Human medicine Veterinary medicine Forensic medicine Medical technician Nursing Pharmacy Health education Nutrition Occupational safety Medical labs Psychiatry Health licensing Emergencies, crises and disasters Health management
2	Education	Includes all jobs with duties to undertake specialized work in the fields of education and teaching. These jobs require professional or specialized qualifications. This group includes proposal and implementation of studies, reports, projects and tasks related to education and teaching of different target groups, including students in schools, institutes, colleges, universities, research centers, academies and literacy centers. It also covers the application of methods and approaches to provide the best techniques of education and teaching.	Education Supervision and assessment School management Students' affairs Educational curricula Educational and scouting activities Special education Educational and professional development Educational guidance Technology and Educational Resources School and athletic health Educational control Educational policies Certificate equivalency and authentication
3	Climate change, environment and water	The jobs of this include the duties of undertaking specialized works in the fields of environment, water resources and agriculture. Working in these jobs requires appropriate university and technical qualification. The activities of this group include the preparing and conducting studies, reports, projects and	Environment and water Water resources Agricultural development Marine biology and coastal regions Coastal areas

		tasks related to water resource management, methods of agriculture, environmental protection, monitoring and protection of wildlife and marine life. It also includes the development of natural reserves, monitoring and inspection, testing and analysis of contamination in water and environment. It covers plans to treat wastes and follow up their implementation, maintain hygiene, apply specifications, requirements and procedures, and conduct any other work that falls under the scope of this group.	Environmental development (climate, air, municipalities, environmental awareness-raising, environmental quarantine, food safety, waste, chemicals) Natural reserves Animal development Environmental laboratories
4	Natural sciences (physics, chemistry, geology, biology, etc.)	Includes all jobs related to specialized works in natural sciences, such as physics, chemistry, geology, biology, astronomy, geophysics, and atmospheric. In order to be hired in those jobs, candidates must have specialized university and technical qualifications. Fields under this group include proposing and conducting studies, reports, projects and tasks related to natural sciences. This includes research, development, and labs and studying their issues, problems and find solutions to them.	Natural sciences Chemistry Physics Geology Biology Meteorology Mathematics Aerial surveillance Energy Sustainability
5	Legal/ judicial	Includes jobs related to specialized works in legal, notarial and judicial fields. In order to be hired in those jobs, candidates must have specialized university qualification. It also includes proposing and conducting studies, reports, projects, and tasks, and considering and following up cases, representing government entities before different courts in the UAE, and local and international arbitral tribunals and follow up judgment enforcement. It includes the preparation, formulation and revision of legislation drafts, works of advocates, judiciary and public production.	Legal/ judicial Judiciary Court cases Investigations Legal advice Legislations Judiciary assistants
6	Politics / diplomacy	Includes related to specialized work in the political and diplomatic fields, and which require a specialized university or technical qualification. The work of this group includes the proposal and implementation of studies, reports, projects and tasks related to political and diplomatic work and follow-up. It also covers the representation of the State and government entities before other States and international organizations and following up the preparation and implementation of agreements concluded with them.	Politics / diplomacy Management of embassies / missions International organizations and relations Human rights Decrees and protocols Consular services Diplomatic corps
7	Religious	Jobs this group include specialized works in preaching and Islamic affairs. In order to be hired in those jobs, candidates must have appropriate university or technical qualification. This group includes supervision	Religious Preaching Fatwa Mosque management Endowments

		of mosques, religious awareness-raising, preaching, guidance, religious tolerance, and organizing Hajj and Umrah trips, Zakat collection and distribution. It also covers the preparation and review of the Koran and books, studies and religious research, in addition to the conservation of Islamic heritage and issuing edicts and managing endowments and minors.	Minors' affairs
8	Social development	Includes all jobs undertaking specialized work in the field of development and social service. The jobs of this group require appropriate university or technical qualification. The work of this group includes the implementation of work aimed at assisting individuals and families, providing housing and retirement services, preparing and implementing social development plans, It also includes the development and implementation of projects to support and encourage productive families, the registration and supervision of volunteering and charitable societies and institutions, the organization of voluntary social work, the activation of social participation, the provision of programs and services for people with disabilities and the elderly and endeavour to rehabilitate them and provide care and shelter and rehabilitation for juveniles.	Social development Care and rehabilitation of people with disabilities Care for children and minors Care for the elderly Family development Psychological care Social insurance Societies and community work
9	Engineering	Jobs in include those performing specialized work in the engineering fields, and they require university or specialized professional qualification. Jobs in this group include the tasks of planning, design, implementation, follow-up, maintenance and supervision in the fields of engineering (civil, architectural, electrical, electronic, mechanical, chemical, medical, mining, industrial, geological, nuclear, space, and other fields of engineering), and any other works that fall under the scope of this group.	Engineering Petroleum Architecture Chemical Electric Civil Nuclear power Electronic Mechanical Interior design Engineering technician Engineering project management Medical engineering
10	Culture, arts and literature	Includes all jobs undertaking specialized work in the areas of cultural, literary and artistic activities. The jobs of this group require appropriate academic qualification. The jobs of this group include the promotion of cultural and literary movement, intellectual and artistic creativity, cultural publications, follow-up of the licenses of the relevant establishments, the promotion of cultural, literary and artistic activities. They include censorship of publications and works of art, acting and drawing, decoration, fashion and graphic design, interior decoration and decoration of buildings and theaters, animation, musical	Culture, arts and literature Societal development Arts Heritage Cultural activities Libraries Museums and archaeology Authorship and publishing Knowledge development

		compositions, distribution and playing music and heritage preservation.	
11	Media	Includes all jobs undertaking specialized work in the media fields. They require appropriate university or technical qualification, and include all the activities of media, communication and international relations, from collecting local and foreign news and the preparation and compilation of news bulletins and the preparation of commentaries on domestic and international events and information of interest to the public opinion and their analysis. They include radio or journalistic reports on events for publication in all media, the preparation of media programs, radio recording, cinematography and television photography. They cover institutional communication in various forms, including video and audio, in addition to the managing and following up international relations and international organizations, and communicating with local communities and building partnerships, and managing institutional and community-based events.	Media Communication Video, audio, electronic, social Media control Media documentation Radio and TV Editing and journalism Photography Societal partnerships International relations Marketing and event management
12	Program and project management	Includes all jobs undertaking specialized works in the fields of projects and project management. Hiring candidates in these jobs requires appropriate university or technical qualification. They include development of project ideas, suggestions, designs and identifying their feasibility, in addition to managing them administratively and technically. They also cover their assessment and reporting.	Program and project management Project planning
13	Support services	Include all jobs related to supporting specialized works in fields of providing services to federal entities and authorities. They include different administrative works, including typing, secretarial works, archiving, authentication, administrative support (such as visas, travel, bookings, residence, travels, stores and warehouses and secretarial jobs).	Support services Administrative services Warehouses Logistical support Translation Archiving and attestation Administrative support (secretarial works/ reception)
14	Human Resources	Includes all jobs related to specialized works in HR. These jobs require appropriate university qualification. They include: implementation, follow up and development of HR systems, staff affairs procedures, HR needs, employment procedures, salaries, salary budgeting, follow up and execution. They also include job descriptions, training, individual performance management and job development.	Human Resources Employee relations Recruitment and employment Training and development Employee performance management Benefits and rewards HR planning

15	Finance and accounting	They include all jobs related to specialized works in financial affairs. They require appropriate university qualifications, and include: follow up of financial regulations, accounting, auditing, balance sheets, and final accounts, studies related to public revenue estimation, fees and inspection works on financial procedures. They also include investigation on financial irregularities, application of tenders regulations, contracts and procurement, revenues and warehousing.	Finance and accounting
			Financial analysis
			Financial control
			Contracts and procurement
			Accounting
			Budget
			Fund or (safe)
16	Economics and statistics	Jobs undertaking specialized works in economics and statistics, requiring university qualification. They include: proposing and planning economic and investment policies and activities and preparing programs and projects related thereto. They also include the control and assessment of development programs, conducting research and studies, setting indicators and measurement criteria thereof, and addition to statistics. This includes collection and analysis of statistical data, producing results, assessing them and planning for operations.	Economics and statistics
			Intellectual property
			Financial investment
			Statistics (statistical analysis)
			Commercial and industrial control
17	Corporate development	Jobs undertaking execution of specialized work in the institutional development field, and require a university qualification. They focus on implementing projects and programs related to quality and excellence standards and creating improvement plans, setting standards for the management, following up and measuring of institutional performance. They include analysis, strategic planning, initiative building related thereto, and designing KPIs necessary for these activities. Such jobs include application and verification of standard specifications. Jobs also include designing, applying and institutionalizing knowledge management systems, studying and analyzing the development of customer services and developing solutions to improve them.	Corporate development
			Quality
			Strategic planning
			Knowledge management
			Institutional excellence
			Institutional performance
			Policies
			Customer service
			Research and studies
18	Auditing and governance	Jobs undertaking execution of specialized work in auditing and governance, and require a university qualification. They include: auditing works, planning, execution and follow up, in addition to reporting and ensuring that controls and policies are in place.	Auditing and governance
			Auditing (financial and administrative)
			Governance
			Control
19	Information Technology	Jobs undertaking execution of specialized work in computing and IT, and require an appropriate university or technical qualification. They include the design and application of IT systems, and information in all fields They include also the operation, maintenance and providing central computers, PCs and their accessories, in addition to equipment of	Information technology
			Business analysis
			Information system consultancies
			Databases
			Programming
			Information system project management

		information and communication networks. Databases, technical support and training services, archiving of data and information, and retrieval of information in various fields. They also cover planning and protection against hacking and protecting system and network security.	<table border="1"> <tr><td>Networks</td></tr> <tr><td>System development</td></tr> <tr><td>Technical support</td></tr> <tr><td>Information security</td></tr> </table>	Networks	System development	Technical support	Information security	
Networks								
System development								
Technical support								
Information security								
20	Labor	Jobs undertaking execution of specialized work in labor field, requiring a university qualification. They include: work relationship affairs, labor programs, case studies and labor issues, considering requests for recruiting foreign workers, issuing work permits, and detecting any irregularities. They include safety and occupational health procedures, in addition to inspection on companies and establishments to ensure that labor law provisions are in place.	<table border="1"> <tr><td>Labor</td></tr> <tr><td>Labor affairs</td></tr> <tr><td>Labor market assessment</td></tr> <tr><td>Control and labor inspection</td></tr> <tr><td>labor relationship</td></tr> </table>	Labor	Labor affairs	Labor market assessment	Control and labor inspection	labor relationship
Labor								
Labor affairs								
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