

General Framework for Appointment Efficiency in the Government of Ajman

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Introduction

In light of the continuous pursuit of the Government of Ajman to achieve institutional excellence and sustainable government performance, appointment efficiency emerges as a key supporting factor that contributes to enhancing the readiness of government entities and their ability to attract qualified national talents. Stemming from Ajman Vision 2030, which emphasizes enhancing the employability of national cadres in the government and their effective participation in achieving the emirate's aspirations, this guide is issued to serve as a supportive regulatory framework for entrenching the principles of appointment based on competence and merit.

Based on government directives regarding Cabinet Resolution No. (25/5w) of 2024 concerning giving priority in federal government appointments to citizens with experience in the private sector, this framework responds to the challenges associated with attracting specialized skills to the

government sector. It enhances the utilization of national competencies that have gained diverse practical experience in competitive work environments.

This framework aims to clarify the technical standards, controls, and procedures necessary to activate the principle of appointment efficiency during the hiring process, thereby enhancing the effectiveness of the appointment process in government entities. This framework also serves as a tool that enables government entities in the Emirate of Ajman to select suitable competencies and supports the sustainability of government performance by building an appointment system based on merit and alignment with the requirements of future jobs.

Objectives of the General Framework

- To provide a unified methodology that clarifies the foundations and criteria for appointment efficiency in the emirate's government entities.
- To enhance the competitiveness and flexibility of the labor market, and increase the attractiveness of the government sector for national talents by appointing competencies with diverse experiences.
- To enhance the ability of government entities to monitor the effectiveness of appointment processes and make decisions based on accurate data.

Scope of Application of the General Framework

The General Framework applies to all local government entities in the Emirate of Ajman that are subject to the provisions of the Human Resources Law, its executive regulations, and their amendments.

Roles and Responsibilities

Stakeholders	Roles and Responsibilities
Department of Human Resources	<ul style="list-style-type: none">• Introducing the General Framework for Appointment Efficiency in the Government of Ajman and raising awareness of its mechanisms and procedures.• Providing necessary advisory support to government entities regarding the application of

Stakeholders	Roles and Responsibilities
	<p>the General Framework for Appointment Efficiency in the Government of Ajman.</p> <ul style="list-style-type: none"> • Making necessary updates to the General Framework according to best practices that suit the needs of government entities. • Preparing and submitting periodic reports on the results of applying the appointment efficiency criteria in government entities.
Government Entity	<ul style="list-style-type: none"> • Commitment to applying the appointment efficiency criteria and activating the mechanisms and procedures contained therein within approved human resources plans. • Commitment to applying the approved technical standards in evaluating candidates, ensuring that appointments align with job requirements, achieving the targets of appointment efficiency indicators, and supporting the sustainability of institutional performance in government entities.

Concept of Appointment Efficiency

The appointment process is based on foundations and criteria that ensure alignment between the qualifications and experience of candidates and the needs of the jobs within a specific timeframe, contributing to achieving institutional goals and enhancing the quality of government performance.

Appointment efficiency is a fundamental element in developing the government human resources system, as it ensures alignment between the candidate's capabilities and the job requirements, and supports the continuity of institutional performance by appointing human resources with competencies that match the needs of government entities to achieve efficient and effective results. It enhances the flexibility of government entities in dealing with changes and challenges in the labor market, reduces competency gaps that affect the achievement of strategic goals of government entities, the quality of services provided, and business continuity.

Criteria for Appointment Efficiency

Determining appointment efficiency is based on four main criteria, with a relative weight assigned to each criterion reflecting the candidate's readiness and ability to meet the requirements of government jobs efficiently, and supporting appointment decisions to enhance performance sustainability and achieve strategic goals.

30% Academic Qualification

30% Professional Experience

30% Behavioral Skills and Competencies

10% Experience in the Private Sector

Criterion One: Academic Qualification (30%)

The academic qualification criterion refers to the academic degree obtained by the candidate from an accredited academic institution inside or outside the country, which reflects the academic educational level to efficiently undertake the required tasks in the vacant position. It is also an indicator of their ability to understand the job requirements from a specialized perspective. A relative weight of 30% has been assigned to this criterion, according to the following evaluation levels:

**Academic qualification aligns with
job requirements by 100%**

This indicates that the candidate's field of study directly matches the nature of the job, enhancing their ability to perform the required tasks efficiently without the need for intensive training. This type of qualification is a priority in appointment processes, especially for technical or specialized jobs.

- The evaluation is based on a fixed score assigned according to the alignment of the qualification with the job:

Alignment of the candidate's academic qualification with
the job requirements

100 x Criterion Weight (30%)

Non-alignment of the candidate's academic qualification
with the job requirements

0 x Criterion Weight (30%)

Criterion Two: Professional Experience (30%)

The professional experience criterion refers to the total number of years the candidate has spent working in a specific field, representing an accumulation of knowledge and acquired skills. Experience indicates the level of professional maturity and the ability to handle job requirements, and it is directly related to its alignment with the experience required in the job description card. This criterion is one of the influential factors in supporting the candidate's readiness and developing their ability to adapt to the work environment. A relative weight of 30% has been assigned to this criterion, according to the following evaluation levels:

Years of experience align with the job description card requirements by 100%:

Indicates a perfect match between the candidate's experience and the tasks with the technical competencies required for the job.

Years of experience align with the job description card requirements by 75%:

Indicates that most of the required experiences and technical competencies are present, with some limited technical competencies that require development.

Years of experience align with the job description card requirements by 50%:

Indicates that some of the required experiences and technical competencies are present, with some technical competencies that require development with follow-up.

Years of experience align with the job description card requirements by less than 50%:

Reflects a clear gap between the actual experience and the requirements of the technical competencies for the job, reducing the candidate's readiness for the vacancy.

- The evaluation is based on a detailed score assigned according to the percentage of alignment of the candidate's professional experience years with the job description card requirements, as follows:

Alignment of the candidate's professional experience with the job description card requirements by 100%

100 x Criterion Weight (30%)

Alignment of the candidate's professional experience with the job description card requirements by 75%

75 x Criterion Weight (30%)

Alignment of the candidate's professional experience with the job description card requirements by 50%

50 x Criterion Weight (30%)

Alignment of the candidate's professional experience with the job description card requirements by less than 50%

0 x Criterion Weight (30%)

Criterion Three: Behavioral Skills and Competencies (30%)

This criterion refers to the competencies and skills mentioned in the behavioral competencies framework for Ajman government employees, which are required for the employee to perform their job duties. It plays a role in determining the candidate's ability to integrate into the government

work environment, communicate effectively with colleagues and customers, and adhere to institutional values. This criterion focuses on a set of core behaviors that reflect the candidate's level of maturity and behavioral readiness, as they are important in supporting team performance and enhancing discipline and professionalism in the work environment. A relative weight of 30% has been assigned to this criterion, according to the following evaluation levels. The evaluation is based on a score assigned according to the percentage of alignment of the candidate's behavioral skills and competencies with the job description card requirements, as follows:

Skills and competencies align with the job description card requirements by 100%

The candidate possesses the required behavioral skills and competencies, with a high ability to adapt and deal with changes in the government work environment.

Skills and competencies align with the job description card requirements by 75%

The candidate possesses most of the required skills, with a medium ability to adapt and deal with changes in the government work environment, and needs to enhance some limited behavioral skills and competencies.

Skills and competencies align with the job description card requirements by 50%

The candidate possesses some of the required skills, with an acceptable ability to adapt and deal with changes in the government work environment, and needs to develop behavioral skills and competencies with follow-up.

Skills and competencies align with the job description card requirements by less than 50%

Reflects a significant gap between the candidate's abilities and the job's behavioral requirements. The candidate does not possess sufficient behavioral skills and competencies to adapt and deal with changes in the

government work environment, which limits their readiness to effectively occupy the position.

- This criterion is evaluated based on the extent of alignment of the candidate's behavioral skills with the job requirements as stated in the job description card. The detailed assessments include the following:

Alignment of the candidate's behavioral skills and competencies with the job description card requirements by 100%

100 x Criterion Weight (30%)

Alignment of the candidate's behavioral skills and competencies with the job description card requirements by 75%

75 x Criterion Weight (30%)

Alignment of the candidate's behavioral skills and competencies with the job description card requirements by 50%

50 x Criterion Weight (30%)

Alignment of the candidate's behavioral skills and competencies with the job description card requirements by less than 50%

0 x Criterion Weight (30%)

Criterion Four: Experience in the Private Sector (10%)

The private sector experience criterion refers to the number of years the candidate has spent working in private sector establishments, given the practical and professional skills acquired in competitive and changing environments. This experience is an important pillar in developing the performance of government entities and enriching the work environment by introducing different practices and experiences, which enhances the readiness of national cadres and supports institutional transformation by transferring best practices and flexible working methods. A relative weight

of 10% has been assigned to this criterion, according to the following evaluation levels:

Experience in the private sector for three years or more:

The candidate has sufficient experience from involvement in the private sector, indicating an ability to interact with partners and respond effectively to institutional work requirements.

Experience in the private sector for one to two years:

The candidate has moderate experience from involvement in the private sector and shows a good readiness to adapt and deliver professional performance in government jobs.

Experience in the private sector for one year or less:

The candidate has limited experience from involvement in the private sector and does not possess sufficient skills to handle job challenges.

- The evaluation is based on a score assigned according to the duration of the candidate's experience in the private sector, as follows:

Candidate's experience in the private sector for three years or more

100 x Criterion Weight (10%)

Candidate's experience in the private sector for one to two years

50 x Criterion Weight (10%)

Candidate's experience in the private sector for one year or less

0 x Criterion Weight (10%)

Levels of Appointment Efficiency

Government entities are classified according to their results in applying the appointment efficiency criteria into three main levels, aiming to highlight

the extent of each entity's commitment to applying the approved criteria, as follows:

Level	Level Description	Score
High Level	This level reflects an advanced commitment to applying the appointment efficiency criteria.	80% and above
Medium Level	This level reflects a good commitment to applying the appointment efficiency criteria.	From 60% to 79%
Low Level	This level reflects a low commitment to applying the appointment efficiency criteria.	59% and below

Measurement and Follow-up

It is necessary to commit to measuring performance indicators related to the appointment process based on the appointment efficiency criteria to monitor the efficiency of the General Framework's application and ensure the achievement of its objectives in supporting the sustainability of competencies and ensuring the continuity of vital business. The following table illustrates the performance indicators:

No.	Performance Indicator	Measurement Equation	Target	Measurement Frequency
1	Appointment Efficiency Rate in the Government of Ajman	Average results of appointment efficiency criteria in the Government of Ajman	80%	Annually
2	Appointment Efficiency Rate in the Government Entity	Average results of appointment efficiency criteria in the Government Entity	80%	Annually

No.	Performance Indicator	Measurement Equation	Target	Measurement Frequency
3	Percentage of entities achieving a high appointment efficiency level in the Government of Ajman	(Number of government entities with a high appointment efficiency level / Total number of government entities) x 100	Statistical	Annually
4	Percentage of entities achieving a medium appointment efficiency level in the Government of Ajman	(Number of government entities with a medium appointment efficiency level / Total number of government entities) x 100	Statistical	Annually
5	Percentage of entities achieving a low appointment efficiency level in the Government of Ajman	(Number of government entities with a low appointment efficiency level / Total number of government entities) x 100	Statistical	Annually
6	Percentage of candidates appointed with private sector experience in the Government Entity	(Number of appointed candidates with at least three years of private sector experience / Total annual	Statistical	Annually

No.	Performance Indicator	Measurement Equation	Target	Measurement Frequency
		appointments) × 100		