Emiratisation Guide

in the Government Sector

2016

First: Introduction

Within the framework of the Ajman government's commitment to implementing the vision of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates, regarding the Emiratisation process and providing job opportunities for citizens in the United Arab Emirates, and based on the directives of His Highness Sheikh Humaid bin Rashid Al Nuaimi, Member of the Supreme Council and Ruler of Ajman, to focus on the national human element and for Emiratis to be the first choice for localisation, and for government entities to be keen on localising jobs to advance the country in general and the Emirate in particular by creating national cadres capable of leading development. Following the issuance of the Executive Council Chairman's Decision No. (16) of 2015 regarding the adoption of the Emiratisation policy for the Ajman government and tasking the Central Human Resources Department with direct supervision of all necessary procedures to implement this decision, and for the purposes of applying this decision, the Central Human Resources Department has prepared the Emiratisation Guide in the Government Sector to assist government entities in applying this decision correctly, which contributes to increasing Emiratisation rates to reach the required levels according to unified and organised procedures and work steps at the government level.

The success of the Emiratisation guide depends on a systematic and comprehensive approach, and individual initiatives are not sufficient. This guide is considered one of the tools and a step forward in the process of Emiratisation and enhancing the skills and competencies of citizens.

Second: Strategic Dimension of the Emiratisation Process

This Emiratisation guide is derived from the general strategy of the Ajman government with its dimensions: social development, economic development, and government excellence, as the application of this

strategy supports the general strategic goals and dimensions of the Ajman government.

The strategy of the Central Human Resources Department is derived from and based on the strategy of the Ajman government. The Emiratisation guide is one of the necessary means to supply the Emirate of Ajman with qualified national cadres, which leads to supporting social development by creating job opportunities for citizens of the United Arab Emirates and improving their social and material conditions, in addition to supporting economic development by providing the Emirate with qualified, efficient, and capable human cadres to maintain the wheel of growth and development. As a result of these efforts, government work will be elevated and developed to an advanced stage of excellence.

Based on the strategic plans of the Emirate as a whole and the Central Human Resources Department in particular, through a specific and multi-faceted strategy to implement a plan aimed at Emiratisation, training, and development, and providing support to citizens to become competitive in the labor market and contribute positively to the prosperity and development of the United Arab Emirates.

Third: Objectives

1. Providing job opportunities for citizens of the United Arab Emirates through continuous support, qualification, development, and building systematic mechanisms for Emiratisation and employment.
2. Increasing Emiratisation rates in government entities in the Emirate of Ajman by developing future plans for job localisation and qualification programs that support the Emiratisation process, and not being content with individual and scattered initiatives, in accordance with the Emiratisation policy approved by the Executive Council Chairman's Decision No. (16) of 2015 concerning the adoption of the Emiratisation policy for the Ajman government, including its goals, rules, and indicators.
3. Retaining Emirati employees within the Ajman government departments and ensuring the development of their expertise within the government departments by designing jobs and career ladders in a promising and ambitious manner, which motivates Emirati employees to acquire the necessary competencies (skills, knowledge, behaviors) and building supportive plans and policies to facilitate the

transfer of this specialized expertise, enabling Emirati employees to excel in their job tasks and government initiatives to reach a high level of effectiveness and efficiency.

4. Ensuring the transfer of expertise within the Ajman government to new and promising Emirati talents, while also creating policies for succession planning and knowledge transfer to preserve expertise within the Ajman government departments, and facilitating the integration of new employees into the work and developing their abilities to match the nature of the work they perform.

5. Motivating distinguished Emirati employees by helping them build their professional careers and providing leadership and supervisory training programs and building the competencies required for effective work and performance in the government sector.

6. Establishing an effective system for guiding citizens in their professional lives and educating them about opportunities for learning, self-development, job search methods, and competing for jobs through practical, professional, and academic development.

7. Creating a link between qualified citizens and available job opportunities in the government sector in the Emirate of Ajman.

Fourth: Pillars of the Emiratisation Plan

The proposed Emiratisation plan relies on main pillars in building a system for Emiratisation through:

The pillars of the Emiratisation plan include a detailed explanation of their contents and the method of implementing each one. Each government department must work on implementing and directly supervising them, and cooperating directly with the Central Human Resources Department to overcome any obstacles, if they exist.

The Central Human Resources Department will provide everything required to ensure the successful implementation of the Emiratisation policy and continuous cooperation with all human resources departments in government entities, providing the required support. It must be emphasized that these pillars do not represent everything that can be done in the Emiratisation process, as the Emiratisation process is subject to updating, and it is possible for human resources departments to submit proposals, projects, or initiatives that enhance the application of this policy and its guide and help in achieving the desired objectives.

Pillar One: Succession Planning

Succession planning is a strategic, organized, and well-controlled process that ensures the continuity of qualified employees who have the competence and ability to occupy important positions in the Emirate's government. The succession planning process includes identifying sensitive jobs that represent the cornerstone of each department. This planning is beneficial as some jobs are the lifeblood of the concerned department, and it is very difficult to leave them vacant or to be filled by any unqualified citizen. Hence, the need for succession planning and job replacement, which is the process of identifying, determining, and evaluating employees expected to fill key vacant positions in all government departments of the Emirate, and providing these employees with the appropriate skills and experiences for their current and future jobs to qualify them for positions when assigned new roles. Career planning focuses on preparing departments and employees to fill a higher-level position that has been vacated unexpectedly, voluntarily, or for any other reason.

Succession planning processes include the following sub-processes:

a. Government entities identify potential jobs for succession plans, considering that these jobs may be current or future.

b. Nominating current competent employees - or those with qualifications and potential for development - to be included in the succession planning program by measuring the specific competencies for each job.

c. Analyzing the gap between the required competencies for potential jobs in the succession plans and the performance measurement results of the candidate employees for each job.

d. Coordinating between the Human Resources department and other departments in the concerned government entity to include employees in training and development programs or mentoring and guidance according to the type of job, the gap between expected and current performance, and the job level on the organizational structure.

e. Documenting an individual training and development plan for each employee and developing mentoring and guidance programs with a specific timeframe to be followed up by the human resources departments in the government entities.

It is worth mentioning the importance of focusing on enhancing the role of current employees and motivating them to transfer knowledge and expertise to their colleagues by developing knowledge transfer programs.

Pillar Two: Attraction and Selection

a. Each department must prepare a report showing the current jobs on the organizational structure, the number of vacant positions, and statistics on the number of citizens/non-citizens occupying the jobs according to the model attached in the guide, and prepare attraction plans.

b. Government entities will develop training programs targeting national university students to qualify them for public sector jobs, and allocate a percentage of recruitment plan appointments to the best trainees.

c. This pillar is applied in conjunction with initiatives taken to retain national employees through procedures for accepting resignations or terminating the service of national employees in the Emirate of Ajman, which include investigating the reasons for resignation to find immediate intermediate solutions or take corrective measures and actions if there are critical indicators.

Pillar Three: Cooperation with relevant government entities to unify efforts to achieve the directions of the United Arab Emirates.

This process is carried out by focusing on the following pillars:

First: Educational Institutions

Coordination is made with educational institutions in the country that host the largest number of citizens to develop awareness plans about the labor market and job requirements. This is done through:

On its part, the Ajman government, with its various departments, will conduct awareness campaigns to encourage students to participate in the activities it holds in universities, so they can participate closely in practical life and choose university specializations that align with the Emirate's vision. This is to start preparing suitable national competencies for work in the government sector starting from the university study stage, and to

benefit from the competencies present within the Emirate and fill future jobs with suitable cadres.

It is also required for the various government entities to develop programs that contribute to attracting national students to work in government entities in the form of summer training or university internships. The national student gets directly involved in the labor market, which gives them an idea and a plan for the necessary skills to be able to join the government sector and acquire this knowledge and skills during their university studies, which helps them realize their direction upon graduation.

Second: Specialized bodies in Emiratisation to support Emiratisation processes in all possible forms.

Third: Participation in events related to the Emiratisation process.

Fourth: Activating the role of government entities affiliated with the Emirate of Ajman by developing programs and initiatives that contribute to raising Emiratisation rates.

Fifth: Providing various means of communication that enable government entities and citizens to communicate directly regarding attraction and Emiratisation.

Pillar Four: Training and Development

Through this pillar, integrated training plans are developed to prepare job applicants and current employees who are citizens of the United Arab Emirates for the jobs that are being nationalized. These programs consist of two main parts:

Part One: Developing Technical Competencies

This part is achieved by activating knowledge transfer methodologies represented by mentoring and guidance, which is done through:

1. Defining the tasks and responsibilities of the job targeted for Emiratisation.

2. Identifying the employee who will provide mentoring and guidance, who must possess the necessary experience to transfer knowledge to the employee who will occupy the position.

3. Defining the learning objectives, which are built based on the tasks and responsibilities of the targeted job.

4. Determining the timeframe required to implement the mentoring and guidance process, which must be proportional to the learning objectives.

5. Following up on the knowledge transfer process.

Part Two: Developing Behavioral Competencies

This part is achieved by identifying the core or leadership behavioral competencies that have been defined in the behavioral competency framework, and identifying the training programs for each competency according to the level of competency required for the targeted job. Then, these training programs are implemented for the employee, and the employee's behavioral development is monitored.

Note: These plans must be integrated into the annual training plan of the concerned department.

Fifth: Roles and Responsibilities

Roles and responsibilities for implementing the Emiratisation policy for the Ajman government have been defined through direct cooperation among all relevant parties to achieve the desired goals of advancing the level of Emiratisation and increasing awareness, training, and readiness of UAE citizens for the challenges of the labor market and the competitive level of jobs.

1. Role of the Central Human Resources Department: This is a supervisory role where government entities coordinate directly with the Central Human Resources Department to submit plans and projects for implementing the Emiratisation policy. The Central Human Resources Department also monitors Emiratisation indicators through periodic reports submitted by government entities and provides support to government entities that face any obstacles preventing the implementation of Emiratisation plans and their subsequent plans.

2. Role of Government Entities and their Human Resources Departments: This is an executive role represented by ensuring the achievement of Emiratisation indicators by implementing the steps and requirements of the Emiratisation policy, following up on implementation, and submitting reports to the Central Human Resources Department.

3. Role of Semi-Governmental Entities: This is a cooperative role represented by providing support and opportunities to support the Emiratisation policy.

Sixth: Implementation Stages

The implementation stages consist of the following:

1. The Central Human Resources Department launches the Emiratisation policy and guide to all government entities.

2. Coordination is made with human resources departments to conduct workshops to explain the policy and guide and to establish mechanisms for their application.

3. Human resources departments or sections in government entities work on submitting Emiratisation plans for the next three years, following the steps and models shown in this guide, in addition to submitting additional initiatives.

4. Coordination is made with the Central Human Resources Department in case of any obstacles or requirements for implementing the Emiratisation plan for the concerned department.

5. The plans are submitted to the Central Human Resources Department for study and recommendations.

6. Work on implementation begins according to the specified timeline.

7. Periodic reports are submitted by the human resources department or section to the Central Human Resources Department on achievements, comparing them with the established plans and submitting proposals for correcting the plan's course when needed.

8. Emiratisation indicators in government entities are monitored by observing the Emiratisation controls (Chapter Eight), and the annual report is submitted to the Executive Council by the Central Human Resources Department.

Seventh: Emiratisation Controls

These controls have been identified as they are necessary to maintain continuous activity, support, and sustainability for the Emiratisation process in the Ajman government departments, as the Emiratisation process represents a national project. Accordingly, the controls have been specified in the table below:

Emiratisation percentage for each job category:

No.	Job Category	Job Level	Target Percentage	Year	Notes
1	Leadership Level	- General Managers - Executive Directors and their deputies - Department Directors and their deputies	100%	2015-2016	With an annual increase of no less than 5%
2	Supervisory Level	- Section Heads - Office Managers	100%	2015-2016	With an annual increase of no less than 5%
3	Consultants	Experts and Consultants	Initiatives will be developed to qualify and train citizens		
4	Administrative and Technical Level	- Technical Staff (Engineers - IT... and others) Support Staff (Secretarial - Clerks - Support services staff... and others)	80%	2016 - 2018	With an annual increase of no less than 10%

Coordination with the Central Human Resources Department in case of a shortage in some specializations required by the nature of the government entity's work for which there are no national candidates available.

Eighth: Indicators

Human resources departments or sections in government entities will study the indicators of the Emiratisation policy as shown in the table below and provide them to the Central Human Resources Department. The government entity will be responsible for measuring the indicators below at the level of the Ajman government.

No.	Indicator	Measurement Frequency	Measurement Equation
1	Overall percentage of citizens in the government entity	Annually	(Number of citizen employees / Total number of employees) * 100
2	Percentage of citizens in the leadership category in the government entity	Annually	(Number of citizen employees in the leadership category / Total number of employees in the leadership category) * 100
3	Percentage of citizens in the supervisory category in the government entity	Annually	(Number of citizen employees in the supervisory category / Total number of employees in the supervisory category) * 100
4	Percentage of citizens at the administrative and technical level	Annually	(Number of citizen employees at the administrative and technical level / Total number of employees at the administrative and technical level) * 100
5	Number of Emiratisation initiatives	Annually	Number of initiatives
6	Number of training hours given to citizen employees annually	Annually	Number of training hours given to each citizen employee

Procedures Appendix

Procedure No. (1) Succession Planning

This stage refers to identifying the key current jobs in government entities that are occupied by non-citizen employees. In this stage, the following steps are followed to work on increasing the percentage of citizens who can occupy these jobs either directly or through skill-based or academic development and training.

Step 5: The human resources department or section will be responsible for the Emiratisation process through direct supervision of all stages of the Emiratisation process, in coordination with other departments in the government entity and with the Central Human Resources Department.

Step 6: This stage begins by identifying the jobs occupied by non-citizen employees, and specifying the section, department, and job grade for each position. The total salary for the job is also determined, as this part helps in determining if the job is suitable for Emiratisation by setting an appropriate financial ceiling for the citizen employee, and whether it is possible to adjust the salary without violating the regulations and laws for approved job grades if it is low, to meet the minimum requirements for hiring citizens. The following model can be used in this step.

Model (1) Identifying Jobs Eligible for Emiratisation

No.	Department	Job Grade	Section	Salary	Current Incumbent
1					
2					
3					
4					

Step 5: Priorities are determined in this stage by reviewing to identify the fastest jobs for Emiratisation and the jobs that require a longer period. A three-year plan is set, specifying the jobs to be nationalized as follows:

Jobs are generally divided into two types: technical jobs and administrative jobs. The difference between them is determined through the following mechanisms:

The type of job, whether technical or administrative, is classified based on the following definitions:

Technical Jobs: These include specialized jobs that are acquired only through a specific academic qualification and cannot be filled by others. Their duties and responsibilities involve performing specialized tasks or providing expertise in a specific scientific field within the same specialization. An example of such a job is a programmer in the IT department, where the specialization is linked to the academic qualification for the job, and this position cannot be filled by general specializations such as business administration.

Administrative Jobs: These include jobs whose duties involve supervision, planning, implementation, and follow-up in the field of providing direct daily services to the internal or external public, such as general administration services, secretarial work, office management, and customer service. These are jobs with general characteristics.

Classifying jobs as administrative or technical is one of the most important stages in the process of planning job Emiratisation in government entities. The concept of job classification can be defined as the process of dividing jobs according to tasks, resulting in sorting jobs into administrative or technical groups. Classification also helps in the initial planning of the Emiratisation process and also helps in determining the time required to nationalize the job, the necessary qualification, and the required cost.

The following model contains some elements that can help in classifying the job, where technical, administrative, or both can be selected. This model helps in identifying the job's identity, and other means can be used if needed.

One point is calculated for each selection. If the points for technical elements are more, this indicates that the job is closer to being technical, and vice versa.

Model (2) Job Classification

Department
Name:

Job Title:

Department:

Section:

Element:	Technical	Administrative
The job provides services to external customers		
The job provides services to internal customers		
The job is part of a core department		
The job is part of a support department		
The job requires any kind of scientific specialization like accounting or IT		
The job is general and does not require any kind of scientific specialization		

Employee Name	Approval Date	Signature
HR Manager	Approval Date	Signature

The time required to qualify for the job is determined by calculating the time needed to complete training or academic programs to qualify employees. The time required for practical qualification must also be calculated if there is any need for it, by using model No. (3).

The availability of qualification bodies and the possibility of providing financial funding to complete the qualification process are verified by contacting available training bodies, verifying the cost, and identifying the appropriate body to qualify employees. A timeline is also set that specifies the period required for qualification and the period for the job's Emiratisation process. The Central Human Resources Department will supervise the implementation through cooperation with the Human Resources Department responsible for the job directly, by using model No. (3) related to the Emiratisation plan schedule for current jobs:

Model (3) Emiratisation Plan for Current Jobs

Job	Grade	Current Job Holder	Job Vacancy Date		Emirati Candidate	Qualification Program		Estimated Cost		Imp
			Expected	Actual		Academic	Training	Academic	Training	

Human Resources Department Approval

HR Manager	Approval Date	Signature