

Department of Human Resources | Government of Ajman

Government of Ajman

Department Of Human Resources

**Quality of Life System  
in the Work Environment  
in the Government of Ajman**

Happiness must encompass all citizens of the nation through a strategic plan that seeks to make others happy, because happiness is the path to creativity and progress.

**His Highness Sheikh Humaid bin Rashid Al Nuaimi**

Member of the Supreme Council, Ruler of Ajman

A happy employee focuses solely on their work. Therefore, we in the departments seek to develop a set of government initiatives to enhance an environment of happiness and positivity, raise the level of services aimed at making people happy, and entrench the values of happiness in society.

**His Highness Sheikh Ammar bin Humaid Al Nuaimi**

Crown Prince of Ajman - Chairman of the Executive Council

**General Framework**

**Introduction**

Based on the wise leadership's vision for the United Arab Emirates and its commitment to elevating the country to be among the happiest in the world, and in fulfillment of the Ajman Government's Vision 2030 aimed at promoting health, safety, and well-being, the importance of happiness and quality of life emerges as a key enabler in building an effective system for quality of life in the work environment. These fundamental elements form the cornerstone of good human capital management. Therefore, the Department of Human Resources has launched the Quality of Life in the Work Environment system, which aims to empower government entities to

design and implement initiatives that contribute to employee happiness and enhance their professional quality of life. This innovative system provides the opportunity to design the future of work in a way that meets the expectations and aspirations of employees, while maintaining the highest levels of excellence in institutional performance and promoting job integration.

## **Objectives**

1. Contribute to enhancing the quality of life for employees in the work environment through a happy and positive work setting.
2. Promote awareness of the importance of job happiness programs and initiatives in establishing happiness and quality of life in the work environment.
3. Increase the attractiveness of the work environment to help retain human talent and improve productivity levels in government entities.
4. Enhance levels of creativity and innovation in government work to contribute to achieving the strategic goals of the government entity.

## **Scope of Application**

This system applies to all government entities subject to the Human Resources Law in the Government of Ajman.

## **Importance of Happiness and Quality of Life in the Work Environment**

Quality of life in the work environment is a comprehensive concept that measures the extent to which work-related factors affect the overall well-being of employees within the work environment. It reflects the success of a government entity in managing human resources in a way that balances work objectives with the personal and professional needs of employees.

Numerous studies have shown that entities where leaders invest in promoting happiness and quality of life in the work environment have a higher chance of thriving. Understanding the importance of happiness and quality of life in the work environment is vital, as these factors directly

impact employee performance and their positive effect on institutional work. Accordingly, they play a fundamental role in:

1. **Increased Productivity:** Employees who work in a positive environment have high levels of motivation, which encourages them to exert greater effort and achieve better results.
2. **Enhancing Creativity and Innovation:** Happiness and positivity at work create a supportive environment that allows for new ideas to be proposed and innovative solutions to be explored, opening new horizons and contributing to the development of the government entity.
3. **Retaining Talent:** Providing a supportive and stimulating environment enhances employee loyalty and their desire to remain part of the team, reducing turnover rates and retaining valuable talent.
4. **Attracting Talent:** Government entities that promote happiness and positivity attract talent, as this is a key attraction for talented employees seeking a supportive and stimulating work environment.
5. **Promoting Mental Health:** Focusing on happiness and positivity at work contributes to improving employees' mental health and enhancing psychological well-being, thereby increasing productivity rates and work quality.
6. **Job Integration:** Positive collaboration and interaction among employees foster a culture of teamwork and enhance job integration.

## **Characteristics of a Positive Work Environment**

A positive work environment is characterized by a set of features that contribute to creating a positive institutional culture that enhances the overall performance of the government entity. Among the most prominent characteristics of a positive work environment are:

### **Characteristics of a Positive Work Environment**

Job Security  
Transparency and Equality  
Empowerment and Career Development  
Appreciation and Motivation  
Work-Life Balance  
Supportive and Flexible Work Environment

## **Roles and Responsibilities**

Defining the roles and responsibilities of the concerned parties contributes to the effectiveness of the application and the achievement of the desired results from implementing the system. The roles and responsibilities for each party are outlined below:

### **Department of Human Resources:**

1. Introduce the Quality of Life in the Work Environment system and raise awareness of its mechanisms and procedures.
2. Provide necessary advisory support to government entities regarding the implementation of the Quality of Life in the Work Environment system.
3. Make necessary updates to the system according to best practices that suit the needs of government entities.
4. Conduct periodic studies to measure the level of application of initiatives and practices followed by government entities in implementing the Quality of Life in the Work Environment system.

### **Government Entity:**

1. Implement the Quality of Life in the Work Environment system and the mechanisms contained therein.
2. Form a work team, prepare plans, and implement initiatives and projects related to enhancing the quality of life in the work environment in line with Ajman Vision 2030.
3. Measure and evaluate the results of implementation, the impact, and the return from implementing initiatives and projects, and prepare reports related to this field.
4. Measure results and prepare improvement and development plans to enhance the quality of life system in the work environment according to the best standards.

### **The Employee:**

1. Contribute to promoting a culture of happiness and quality of life in the government entity by adhering to the basic principles and values of the Quality of Life in the Work Environment system.

2. Contribute to enhancing positive communication and interaction within the government entity, respecting cultural diversity, and fostering team spirit.
3. Contribute to improving processes and policies within the government entity by providing suggestions and recommendations that enhance work efficiency and quality of life in the work environment.
4. Cooperate in measuring and evaluating results by providing feedback and participating in surveys and studies conducted to measure the effectiveness of implemented initiatives and projects related to quality of life in the work environment.

## **Pillars of the Quality of Life in the Work Environment System**

### **Pillars of the Quality of Life in the Work Environment System**

The Quality of Life in the Work Environment system includes five main pillars that form the basis through which government entities can assess and improve the levels of well-being and happiness among employees. These pillars help to clearly define quality of life levels and develop sustainable strategies for continuous growth and development towards a positive, distinguished work environment and happy, positive employees.

#### **Policies, Projects, Initiatives, Practices**

Attractive Work Environment  
Communication, Participation, and Positive Identity  
Health and Work-Life Balance  
Empowerment and Continuous Development

#### **Quality of Life Strategy, Guides, and Government Directives**

##### **Enablers**

Measuring Results and Assessing Impact and Return  
A Positive and Distinguished Work Environment  
Happy and Positive Employees

## **Attractive Work Environment**

The government entity is responsible for creating and designing a positive and attractive work environment for employees that ensures their retention. This is achieved by establishing and implementing all material and non-material elements that guarantee a healthy, safe, secure, and stimulating work environment that provides well-being for employees, in addition to providing all enablers that support employees in performing their jobs in the most flexible ways, and working on implementing initiatives aimed at making employees happy.

## **Communication, Participation, and Positive Identity**

The government entity works to enhance positive and effective communication and strengthen personal and professional relationships between employees and leadership. The government entity also works to enhance employee engagement in various fields, promote a positive team spirit, instill empathy and trust, and establish a culture of diversity and inclusion in the work environment, accepting others and committing to social and positive values and the Emirati identity.

## **Health and Work-Life Balance**

The government entity works to promote mental, physical, and intellectual health and improve work-life balance by reducing the workload and burden on employees through proper job design, distribution of tasks and responsibilities, and creating a flexible work environment that ensures a balance between the government entity's requirements and reducing stress and tension from work pressures, helping employees to practice self-control and manage personal emotions.

## **Empowerment and Continuous Development**

The government entity works to design and implement programs that support learning, training, empowerment, and continuous learning within the entity, taking into account the training and development needs of employees and the needs of the government entity. The government entity also works to fully utilize, develop, and refine human talents and energies, and encourages achievement and recognizes outstanding performance, in

addition to supporting the personal and professional development of employees, empowering them with future skills and jobs, and rewarding and recognizing employees for their efforts.

The Quality of Life in the Work Environment system included a set of main pillars from which a set of sub-criteria emerged, as shown in the following figure:

Pillar	Criterion
Attractive Work Environment	<ul style="list-style-type: none"><li>• Health and Safety</li><li>• Workplace and Environment</li><li>• Job Happiness</li></ul>
Communication, Participation, and Positive Identity	<ul style="list-style-type: none"><li>• Communication and Contact</li><li>• Knowledge Transfer</li><li>• Leadership Interaction with Employees</li><li>• National Culture and Identity</li></ul>
Health and Work-Life Balance	<ul style="list-style-type: none"><li>• Flexibility at Work</li><li>• Work-Life Balance</li><li>• Mental and Physical Health</li><li>• Managing Work Pressures and Distributing Responsibilities</li></ul>
Empowerment and Continuous Development	<ul style="list-style-type: none"><li>• Training and Development</li><li>• Job Empowerment</li><li>• Appreciation and Motivation</li><li>• Creativity and Innovation</li></ul>

## System Implementation Stages

Plan (PLAN)	Do (DO)	Check (CHECK)	Act (ACT)
Form a team/ teams concerned with enhancing the quality of life in the work environment in the government entity. Study and analyze the work environment, evaluate it, and identify development projects, initiatives, and practices. Prepare an executive action plan for the team, involve employees, get it approved, allocate resources, and distribute tasks and	Implement the action plan according to the specified activities, responsibilities, and timeframes. Submit periodic reports on the status of the plan's completion and implementation.	Measure and evaluate the return on impact from implementing the applied projects, initiatives, and practices. Prepare a comprehensive report including the results of the plan's implementation, the return on impact from the implemented projects, initiatives, and practices, and recommendations for improvement and development. Classify, document, and maintain databases and records for these projects.	Implement improvement and development recommendations based on the report of implementation results and return on impact. Classify, document, and maintain databases and records within the Quality of Life in the Work Environment file.



responsibilities  
among team  
members.

## **Pillar Cards**

### **Pillar One:**

### **Attractive Work Environment**

#### **Pillar Explanation**

The government entity is responsible for creating and designing a positive and attractive work environment for employees that ensures their retention. This is achieved by establishing and implementing all material and non-material elements that guarantee a healthy, safe, secure, and stimulating work environment that provides well-being for employees, in addition to providing all enablers that support employees in performing their jobs in the most flexible ways, and working on implementing initiatives aimed at making employees happy.

#### **Sub-Criterion**

<b>Related to the Pillar</b>	<b>Criterion Explanation</b>
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Health and Safety	The entity works to provide a healthy and safe work environment according to the highest standards of health and safety in the workplace, by committing to the application of international standards in the field of occupational health and safety.
Workplace and Environment	The entity works on designing the workplace and providing all facilities and requirements to make the work environment an attractive, happy, and stimulating environment in a way that makes the employee feel comfortable and able to achieve greater productivity levels, in addition to developing plans and implementing initiatives aimed at enhancing the workplace and environment.

## **Sub-Criterion**

### **Related to the Pillar      Criterion Explanation**

Job Happiness	The entity works on launching and implementing job happiness initiatives, providing incentives and rewards to employees, launching awards, and encouraging outstanding performance. The entity also works on launching initiatives and developing improvement and development plans to enhance the levels of job happiness for employees.
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## **Examples of Performance Indicators to Support Measuring the Criterion's Application Level**

- Employee satisfaction rate with the work environment, to include for example: (Health and Safety, Facilities and Amenities, Job Happiness)
- Number of training and awareness programs on occupational safety and health
- Implementation rate of job happiness plans, initiatives, and programs
- Number of complaints and grievances in the government entity

## **Pillar Two:**

### **Communication, Participation, and Positive Identity**

#### **Pillar Explanation**

The government entity works to enhance positive and effective communication and strengthen personal and professional relationships between employees and leadership. The government entity also works to enhance employee engagement in various fields, promote a positive team spirit, instill empathy and trust, and establish a culture of diversity and inclusion in the work environment, accepting others and committing to social and positive values and the Emirati identity.

<b>Sub-Criterion Related to the Pillar</b>	<b>Criterion Explanation</b>
Communication and Contact	The entity works to enhance communication and contact with employees by establishing and providing internal communication channels and systems among employees, encouraging effective positive communication among employees, and maintaining continuous contact with employees.
Leadership Interaction with Employees	The entity works to enhance the level of employee engagement and leaders' interaction with employees in various forms and ways. Practices that can be applied in the entity include meetings and gatherings between employees and leadership, applying an open-door policy, involving employees in leadership-level meetings, and periodic visits by leaders to employees' offices, interacting with them, and taking their feedback and suggestions.
Knowledge Transfer	The entity works on developing, designing, and implementing initiatives aimed at enhancing the sharing and transfer of knowledge among employees by applying practices related to knowledge management, identifying employees' tacit and explicit knowledge, and conducting workshops aimed at disseminating and exchanging knowledge among employees, creating shared knowledge platforms, and making all knowledge available to employees, among other practices aimed at enhancing, transferring, and sharing knowledge.
National Culture and Identity	The entity works on developing and applying programs aimed at preserving the authentic Emirati culture and identity, organizing and participating in national celebrations and events, and encouraging employees to participate in them. The entity also

**Sub-Criterion****Related to the  
Pillar****Criterion Explanation**

encourages employees to adopt a culture of diversity, difference, and openness to other cultures and peoples, and to apply fair practices in dealing with them.

**Examples of Performance Indicators to Support Measuring the  
Criterion's Application Level**

- Employee satisfaction rate with communication and positive identity in the government entity, to include (Satisfaction with communication means, Satisfaction with implemented events and activities, Leadership interaction with employees, Knowledge transfer, National culture and identity)
- Number of channels and systems applied in the government entity specialized in communication and contact
- Resolution rate of employee complaints and grievances
- Number of workshops and meetings held with leaders
- Number of brainstorming workshops and sessions
- Employee participation rate in workshops and brainstorming sessions
- Number of events and activities implemented for employees
- Number of initiatives related to promoting national identity
- Number of knowledge transfer initiatives implemented in the entity

**Pillar Three:****Health and Work-Life Balance****Pillar Explanation**

The government entity works to promote mental, physical, and intellectual health and improve work-life balance by reducing the workload and burden on employees through proper job design, distribution of tasks and responsibilities, and creating a flexible work environment that ensures a balance between the government entity's requirements and reducing

stress and tension from work pressures, helping employees to practice self-control and manage personal emotions.

**Sub-Criterion**

**Related to the  
Pillar**

**Criterion Explanation**

Mental and  
Physical Health

The entity works to develop, design, and implement a set of initiatives aimed at providing a healthy and safe work environment for employees and promoting their mental health. The entity also works on designing, implementing, and providing initiatives to encourage a healthy and athletic lifestyle and improve physical health and safety, and participates in developing plans and initiatives to support community participation and responsibility, promote volunteering in charitable and humanitarian work, and encourage employees to adopt concepts of giving without expecting anything in return.

Managing Work  
Pressures and  
Distributing  
Responsibilities

The entity works on the proper management of work pressures for employees by conducting periodic studies aimed at measuring and analyzing the volume and burden of employees' workload, working to redistribute tasks and responsibilities among employees fairly, providing the required additional human resources to reduce workload, and developing work methods to ensure a reduction in the burden on employees.

Work-Life Balance

The entity works on developing and designing initiatives aimed at promoting work-life balance by adopting mechanisms and procedures that grant employees flexibility in performing their work, which enhances work-life balance for employees.

Flexibility at Work

The entity works on developing and designing initiatives aimed at promoting institutional flexibility

**Sub-Criterion****Related to the  
Pillar****Criterion Explanation**

at work. Examples of practices that support flexibility at work include implementing a flexible work system and a remote work system.

**Examples of Performance Indicators to Support Measuring the  
Criterion's Application Level**

- Job satisfaction rate in the government entity
- Employee satisfaction rate with health and work-life balance, to include (Mental and physical health, Managing work pressures and distributing responsibilities, Work-life balance, Flexibility at work)
- Number of initiatives implemented in the field of mental and physical health
- Number of initiatives and policies that contribute to achieving work-life balance
- Percentage of employees benefiting from the flexible work system and remote work system
- Number of policies and initiatives developed to enhance flexibility in human resources

**Pillar Four:****Empowerment and Continuous Development****Pillar Explanation**

The government entity works to design and implement programs that support learning, training, empowerment, and continuous learning within the entity, taking into account the training and development needs of employees and the needs of the government entity. The government entity also works to fully utilize, develop, and refine human talents and energies, and encourages achievement and recognizes outstanding performance, in addition to supporting the personal and professional development of employees, empowering them with future skills and jobs, and rewarding and recognizing employees for their efforts.

<b>Sub-Criterion Related to the Pillar</b>	<b>Criterion Explanation</b>
Training and Development	The entity works to develop the competencies and capabilities of employees by providing continuous training and development opportunities for them, promoting the concept of lifelong learning, and encouraging self-learning to hone their skills and achieve professional development in their career paths.
Job Empowerment	The entity works on developing and applying a set of initiatives aimed at empowering employees by delegating tasks and authorities, effective participation in the decision-making process, and involvement in work teams, which contributes to developing their skills and abilities and enhances their sense of responsibility and belonging to the government entity.
Appreciation and Motivation	The entity works to appreciate and motivate employees by granting rewards, incentive bonuses, and moral recognition. The entity also works to provide opportunities for career advancement and development by providing promotion opportunities, planning for succession, and allowing for development in employees' career paths.
Creativity and Innovation	The entity works to provide a supportive work environment for talents and innovators by nurturing talented employees and investing in their capabilities, talents, and innovations, including innovation concepts in the management of the entity's operations and initiatives, and providing innovative tools and platforms that enable employees to present their innovative ideas and proposals in a way that

**Sub-Criterion****Related to the  
Pillar****Criterion Explanation**

contributes to improving and developing institutional work.

**Examples of supporting performance indicators to  
measure the level of application of the standard**

- Percentage of employee satisfaction with empowerment and continuous development, including (training and development, appreciation and motivation, job empowerment, creativity and innovation)
- Percentage of trained employees in the government entity
- Percentage of employees to whom authorities have been delegated
- Percentage of employees who have been motivated and honored
- Percentage of feasible suggestions and ideas in the government entity