



United Arab Emirates

Federal Authority  
For Government Human Resources

# Guideline for Development and Review of Job Description and Evaluation of Federal Government Jobs

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## **First Introduction**

The government of the United Arab Emirates strives to be among the best countries in the world in 2021. In order to provide high quality and distinguished service to those whom it serves, it has the task of managing government human resources, being the main driver in creating technical and administrative cadres up to international standards. A task that is realized through developing the right legislations and systems, and the best practices in the field of human resources. In activation of the role played by the Federal Authority for Government Human Resources in developing and advancing human resources in the federal government, and the provision of all forms of support and backing to ministries and federal government entities, investing in their human resources and advancing them to realize their objectives and ensure the implementation of the strategy of the government of the United Arab Emirates. Under the provisions of the Cabinet's Decree No. 28, of the year 2013, regarding the approval of federal government job evaluation and description system, the Authority took upon itself the development of the guideline document for the development and review of job description and the evaluation of federal government jobs as a practical tool relying on the approved system. This is, in turn, based on the best modern practices. The ministries and entities of the federal government will, through it, be capable of describing and evaluating their jobs in an optimal way, which will positively reflect on the Competency and performance of the federal government sector.

The release of the first edition of the Guideline Document For The Development And Review Of Job Description And The Evaluation Of Federal Government Jobs is a continuation of the effort made by the Authority in empowering human resources departments in federal ministries and entities, and supporting and backing up human resources specialists and practitioners. It translates and implements federal government human resources legislations and systems. It establishes a culture based on those receiving government services and on enhancing government Competency. The guide also represents an important reference for all those concerned with the matter. Its chapters proved the basic processes and procedures adopted in the field of developing and reviewing job description, job evaluation, the terms and conditions and mechanisms related to implementation, which the federal government has to adopt in order to realize its role in developing job descriptions and evaluation for jobs in the federal government.

## Second

### The Main Objective of the Guide

1. Issuing a unified guideline document with the aim of determining the main measures and operations associated with job description and evaluation in ministers / federal government entities in the United Arab Emirates.
2. Translating policies and measures into a clear guideline document according to the approved system "The Job Description and Evaluation System in the Federal Government", which sets a flexible frame of work, explains priorities, regulates the processes, coordinates measures and forms a benchmark for all activities related to the development and review of job description and job evaluation.
3. Determining the roles and responsibilities in the processes associated with the activities of developing and reviewing job descriptions and job evaluation on the level of federal ministries and entities.
4. Supporting ministries and federal government entities during the period of documenting, reviewing and updating their internal processes and systems related to developing and reviewing job descriptions and job evaluation.
5. Implementing the best practices within the field of developing and reviewing job descriptions and job evaluation.
6. Limiting the overlap and doubling of the roles and responsibilities of employees in divisions and departments in ministries and federal entities.
7. Raising the Competency of human resources departments in ministries and federal government entities.

## Third

### Scope of application

This guide covers all current and future jobs in ministries and federal government entities subject to the provisions of the Law of Human Resources in the federal government.

### Guide References and Resources

1. Policies and procedures in this guide are related to the Human Resources Law of the federal government No. (11) of the year 2008 and its amendments and Executive Regulation, as shown in the following table:

Reference	Relevant article
The Human Resources Law of the federal government No. (11) of the year 2008 and its amendments.	Job budget (Article 7/
	Selection and appointment (Article 5/
	Performance management system (Article 30/
	Employee performance evaluation and rewards (Article 31/
	Transfer (Article 23 to Article 25/ (Article 26 to Article 28/
	Loaning (Article 29 /
	Training and development (Article 41 to Article 44/
	Promotions (Article - 26 / Article - 36 / Article 40/ )
The Executive Regulation of the HR law	Human resources planning (Article 6 /
	Job budget (Article 6/
	Selection and appointment (Article 17 / Article 20/
	The Executive Regulation of the law
	Loaning (Articles 38 / to 39/

	Training and development (Article 47/ to Article 49/
	Promotions (Article 42 / Article - 46 / Article - 7 / Article 35 / Article) 37/
	Performance management system (Article 40/ Transfer (Article 33 to Article 34/ (Article 35 to Article 37/

## **Fifth**

### **General Definitions**

- **The ministry:** Any ministry established in accordance with provisions of Federal Law no. 1, of the year 1972, regarding ministries specializations and ministers authorities and amending or other law.
- **The federal entity:** Public federal authorities and entities
- **The human resources law:** Federal Decree-law No. 11 of the year 2011 concerning human resources at the Federal Government, with relevant amendments and executive regulation of the law.
- **The Authority:** The Federal Authority For Government Human Resources
- **The minister:** The top official at the ministry.
- **Higher management:** Under-secretary or assistant under- secretary and those of similar position.
- **Human resources department:** The administrative unit in charge of human resources in the federal authority.
- **Organizational unit:** The administrative unit under which the job position is, in the organizational structure of the federal authority.
- **The organizational structure:** It is the frame, which explains the administrative divisions or units, which form the ministry / federal entity, setting job levels.
- **Job evaluation and description system:** It is the system approved by the Ministerial Decree No. 28 of the year 2013.
- **The job:** A group of tasks and duties determined by the concerned authority for the purpose of explaining the special roles included in the job, within the authority, in accordance with the provisions of the law.
- **Job position:** Possible positions with job grades and titles that may arise from the approved job. They may be single or multiple in any of the federal authorities.
- **Job family:** A group of jobs of close characteristics, which form similar jobs with gradually rising levels of knowledge, skills and capabilities (Competencies). They allow advancement in the career path to which they belong.
- **Job class:** A group of jobs that share specialization and type. They fall under a job belonging to an approved job family.
- **Job evaluation:** It is determining the suitable grade for it in light of the job description and in accordance with the approved mechanisms of the evaluation and description system in the federal government.
- **Job title:** It is the tile indicating a specific role for the jog that was evaluated at a certain level within the organizational structure of the authority.
- **Job scope:** A group of jobs divided on a number of grades for one of the approved career paths, such that each would have a number of grades divided according to the job posts evolving thereof.



- **Career path:** It is the line determining the job type and direction, whether leading, administrative or vocational/specialized. Every career path may have a group of job scopes that interconnect to reflect the level of expertise and size 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 participates in achieving the strategic and operational goals of the government entity.
- **Job description:** It is a complete list of duties, tasks, responsibilities, skills, and qualifications required to fill the job and perform its duties in accordance with the job grade and title determined for it and the competency required to fill it.
- **Job evaluation:** A systematic and standard procedure to determine the weight of the job in comparison with other similar jobs in the government. This is done using an approved system to evaluate federal government jobs.
- **Job grade:** The grade that is approved for the job after being evaluated based on the approved evaluation mechanism.
- **Federal Committee for Job Evaluation:** The committee that is formed by a decision from the chairman of the Federal Authority for Government Human Resources for the purpose of evaluating and approving jobs in government entities. The job evaluation and description system in the federal government determines its tasks and the mechanism of its operation.
- **Internal Jobs Evaluation Committee in governmental entities:** A committee formed on the 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 determines its tasks and mechanism of operation.

## Sixth

### Tasks and Responsibilities

	Responsibility	Tasks and roles
1	Federal Authority For Government Human Resources	Providing consulting support to federal government entities during the implementation phases
		Supervise the training of evaluation committees in government entities on the job evaluation mechanism
		Form the federal committee for the evaluation of government jobs.
		Confirm the formation of internal jobs evaluation committees in federal entities.
		Receive annual statistical reports from all government entities, concerning the degree of Competency of the system, in accordance with the indicators set by the Authority.
		Drawing a plan for the basic implementation of the system. it should include the time frame required to conclude the evaluation of all jobs in the federal government.
2	Higher management in the federal entity	Support the internal evaluation committee at the entity to perform its tasks properly.
		Creating an interactive environment with the participation of direct managers during the job analysis stage.
3	Human resources departments in federal government entities.	Supporting and backing up the internal evaluation committee.

		<p>Collecting information related to the job and documenting a prior preliminary list of responsibilities, capabilities, competencies and requirements for the job.</p>
		<p>Informing direct managers of the development and reviewing of job description in accordance with the content of the provisions of the approved system.</p>
		<p>Communicating with the Authority for the sake of explaining any obstacles or difficulties that may hinder the proper implementation of the stages of developing and reviewing job descriptions according to the approved system.</p>
		<p>Examining job components.</p>
<p>4</p>	<p>Direct managers</p>	<p>Collecting information related to responsibilities, capabilities and experience required to occupy the job.</p> <p>understanding the nature of all jobs under the supervision of the direct manager.</p> <p>Providing necessary input during the processes of job analysis and evaluation, and participating in those operations in</p>

		accordance with mechanisms set in this system.
5	Federal committee for job evaluation	Backing and supporting internal evaluation committees in federal government entities in order to guarantee proper implementation of the process of job description and evaluation in federal government entities.
		Approving the results of evaluating the jobs that were evaluated by the internal evaluation committees in federal entities.
		Providing the Federal Authority for Government Human Resources with job descriptions, titles and families for all jobs in government entities in a regular and updated manner.
		Approving job descriptions, titles and families for new, current and amended jobs.
		Periodic revision of reference level tables and submitting recommendations for amendments whenever there is a need for that.
		Developing periodical reports on the number of new and amended jobs in the federal government.
6	Internal job evaluation committee in the federal government entity	Reviewing job description for jobs required to be evaluated.
		Evaluating all jobs at the concerned federal entity and ensuring job consistency with the grade scale within a set time frame to be agreed with the Authority.
		Ensuring the classification of the job in a logical, transparent and fair way the determiners the responsibilities of the job.

		<p>Abiding by the systems and decisions made by the federal committee for job evaluation or by the Federal Authority for Government Human Resources in relation to job evaluation.</p>
		<p>Prepare the annual report on the number of jobs evaluated and evaluating them at the federal entity and demonstrating the amendments made to them.</p>
		<p>Communicating with the Federal Committee for Job Evaluation continuously.</p>
		<p>Suggesting new job titles and descriptions and job families and presenting them to the federal committee for job evaluation to approve them.</p>
7	<p>The concerned employees at the ministry or the federal government entity</p>	<p>Identifying all rights and duties stated in policies and procedures for the development and review of job descriptions and evaluating jobs, in addition to subsequently followed procedures.</p>

## **Chapter 2**

### **Job Descriptions' Development & Review**

#### **First: Introduction**

Job description is one of the most important substrates of HR systems therefore all corporations keen on developing job descriptions by a scientific systematic method guarantees focusing on employee's role and tasks entitled to him within a supportive work environment without prejudice to the approved frameworks and the functional role.

One of the most important processes in job needs plan is job description's development and review and developing budgets for that purpose to help the ministry/ federal government entity to ideally invest in the available human resources.

Reviewing job description is to be done in case of adding new tasks to the functional role, changing natural tasks of the role or in case of dismantling or merging functional roles resulting from amendments in the organizational structure of the ministry/ federal government entity or its departments.

Ministries/ federal government entities must prepare job descriptions for new jobs after being signed off in its budget including updating and reviewing job descriptions whenever necessary.

In this chapter we are going to explain procedures to be followed in job description process and the mechanism of implementation.

#### **Second**

##### **Job description objectives:**

- 1- Dividing and distributing the general objectives of the ministry/ federal government entity into tasks and responsibilities to be achieved by individual jobs in a manner shows direction and performance requirements besides understanding the contribution of a certain job in achieving objectives of the ministry/ federal government entity.
- 2- Clear determination of responsibilities and duties of each role in the ministry/ federal government entity according to a unified methodology contributes in performance promotion, work organization, career path clarification and

- decreasing conflicts of duties and tasks among incumbents consequently managing expectations and contributing in raising employee's abilities.
- 3- Supporting the ministry/ federal government entity in understanding and covering HR needs to facilitate work implementation, plans and programs to ensure spending optimally.
  - 4- Facilitating understanding key responsibilities of employees and candidates to promote work implementation and tasks according to required criteria.
  - 5- Contributing in promotion and transfer bases according to organizational structure of the ministry/ federal government entity based on current job requirements and intended job of transfer or promotion. It also contributes in HR planning and development.
  - 6- Supporting effective selection for calibers by which we select and favor between candidates.
  - 7- Unifying job titles on the level of ministries and federal entities subjected to HR law and implementing code.

### **Third**

#### **Purpose of the development of Job description :**

Job description is needed when the ministry/ federal government entity needs to update a new role whether to issue a new job description or when there is a change acquires issuing a new job description or a change in the current role requires add/change/omit. Some of the specified tasks and responsibilities require either amending an existing job description as shown below:

- Issuing a new job description:  
Representing in procedures related to job description development for the new and approved jobs within the budget and organizational structures of the ministry/ federal government entity by several steps: development, review, evaluation and final approval where new positions are added to the organizational unit bearing in mind that position consists of two main elements: job belonged to and organizational unit followed.
- Amending existing job description:  
Reviewing the approved job description and adding necessary amendments to separate, merge or change job tasks and responsibilities whether by increase or decrease based on restructure or passing an administrative decision to create a new functional role.

## **Fourth**

### **Below the most important conditions in developing/reviewing job description:**

- 1- Focusing on the main tasks, responsibilities and objectives of the role and job requirements (in terms of achievement priorities) within the current needs of the ministry/ federal government entity and its long term objectives regardless “incumbent”.
- 2- Considering the actuality of tasks and responsibilities mentioned in the job description within the required role.
- 3- Determining the minimum required qualifications of the role in addition to any other additional qualifications.
- 4- Determining required calibers for a certain job in a manner consistent with performance appraisal of federal government employees.
- 5- Mentioning necessary specialized/technical skills of the role.
- 6- Writing tasks and duties in verb phrases to facilitate performance appraisal, accuracy and to avoid generality.
- 7- Using accurate phrases with clear wording.
- 8- An existing job description is to be amended by an official request with surrounding reasons.
- 9- No job description shall be amended before one year from the date of its signed off by the commitment to update job descriptions one time every 3 or 5 years.

## **Fifth**

### **Job description’s development/amendment phases**

#### **First phase**

**Job analysis:** pre job description development/amendment phase, it depends on a deep study of a job, tasks and duties involved by gathering all information related to the job to provide all information for developing job description card. The HR department in any governmental entity prepares job analysis process in collaboration with direct managers and departments’ heads. It’s necessary to let them aware of the importance of job analysis phase and its benefit for both employee and entity if applied properly and according to what will be explained later in this guide.



## **Job analysis mechanism**

The role of HR department in collaboration with direct managers and departments' heads is to gather all information related to the job using the following mechanisms:

- 1- The above mentioned departments prepare and fill questionnaire of job analysis using the attached sample in this guidance.
- 2- The HR department conducts interviews with the concerned organizational units' managers to complete the required data.
- 3- Concerned departments study the main components and elements of the job focusing on main parts and verify the validity of information comparing them with other similar job data.
- 4- The direct manager prepares reports of the main components and elements of the job and presents to the HR department.
- 5- The HR department analyzes information and writing down analysis results according to above-mentioned mechanism then presents to the direct manager to be reviewed and adding necessary amendments.

## **Second Phase**

### **Develop the Job Description Card :**

After finishing all phases of job analysis, gathering all information and analyzing job questionnaire results, we start to issue job description card: it's a document mentions tasks, general roles and responsibilities of the job according to approved model of jobs evaluation and description attached herewith.

### **How to prepare job description card?**

- 1- The concerned HR team prepares job description draft according to gathered information in job analysis phase using provisions of the approved model attached to the system in order to be reviewed by the direct manager and department head.
- 2- The concerned HR employee fills job analysis data on the approved job description model.

- 3- The HR manager follows up and reviews all job description cards in the federal entity.
- 4- The concerned department's manager and HR manager sign job description cards then forward to the concerned undersecretary of (or in same position) for initial approval.

The above-mentioned info is clarified within the required steps of developing and amending job descriptions in the eighth provision – chapter two of this guide.

## Sixth

### Job description contents

The HR departments should abide by filling provisions mentioned in the approved model attached herewith.

### Elements of Job description card:

#### 1- Tasks details

As the following:

- **Job title:** refers to a certain role in the evaluated job on a certain level in the organizational structure of the ministry/ federal government entity such as: chairman, agronomist, accountant, secretary .... etc.
- **Job code:** a unified code made by Human Resources' Information Management System " Bayanati" for each job approved in federal government to facilitate dealing with families and job categories according to tracks shown in the approved system of job description and evaluation.

#### Example

The job code of "specialist" position is **xx**xxxxxxxxxx divided as the following:

Job family	First code	Job category	Second code	Job title	Third code
HR	<b>xx</b>	Supervisory	xx	Specialist	xxxxxxxx

- **Job category**

A group of jobs with the same major and type lies under one job within a approved job family.

Example for a job category for the following job titles:

Job title	Job category
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Senior admin	Operation
Executive secretary	Administrative support
Department head	Executive administration

- **Job grade**

Job approved grade in the ministry/federal government entity after evaluation according to the approved mechanism of evaluation and is to be specified according to the attached table No. 4 regarding linking referential level with job grade.

**Example:** job grade of “department head” position could be between special grade (A) and (B).

- **Direct manager:** the person who directly responsible for tasks entitled to incumbent specified in the approved organizational structure of the ministry/ federal government entity.

**Example:** the direct manager of “employees’ relationships manager” position is HR manager.

**Department:** the organizational unit in the approved organizational structure of the ministry/federal entity which level may not be amended except by a cabinet decree.

**Example:** IT department – HR department – financial affairs .... Etc.

- **Career path:** specified job line based on job type and directions whether leading, admin or professional job. Each path has a group of functional frameworks interrelated with each other reflects level of experience and amount of responsibility.

**Example:** career path of “physician” is the specialized path unless getting otherwise position such as “hospital manager” or medical area manager then it will be a leading path.

## 2- Job general objective

A general brief of the main role of the job regardless tasks and responsibilities details of the incumbent.

**Example:** the general objective of “HR plan dept manager” is to supervise and ensure availability of qualified human resources and necessary skills in governmental entities and strategically distribute on all functional levels and categories.

### 3- Job dimensions

Representing in the following:

- a- Number of personnel whom administratively follow the incumbent (direct/indirect) if found and determine job title for each one of them.

**Example:** head of revenues and head of expenses are administratively followed to financial affairs manager and administratively indirectly followed by department head: senior accountant, main accountant, financial procedures executive and auditor.

- b- **Financial powers:** one of the benefits determined to the job regulated by regulatory financial decisions and legislations by which the incumbent is entitled to pay funds within specified financial limits (if found).

### 4- Main responsibilities

Representing in the following:

- a- **Key tasks:** directly related to the functional role of the incumbent as the first responsible for these tasks: administrative, executive and supervisory tasks; detailed tasks show the difficulty of the role and the amount of responsibility.

**Example:** the main tasks of “networks support executive” are:

- Software and operation systems development.
- Periodic networks maintenance.
- Dealing with emergency to ensure work safety.
- Networks security ensurance.
- Work entity’s websites maintenance, update and development.

#### b- Main work indicators of the role:

Includes the most important and general indicators of the role (if found) by which we can evaluate performance level of the incumbent in a comparison with the main responsibilities of the job. These indicators can be measured in numbers or percentage.

**Example:** performance indicators of “HR expert” are:

- Accuracy of applied reports and statistics.
- Number of entitled and achieved projects according to the approved plan.

- Number of applicable achieved projects according to the approved plan.
- Percentage of applicable developmental initiatives to the total proposed initiatives.

#### 5- **Qualifications**

The minimum group of knowledge, academic and professional certificates and practical trainings necessary for the job.

**Example:** Bsc/Master/PhD certificates in any fields whether (admin, technical, Eng, medical... etc) or equivalent from the approved university.

#### 6- **Experience**

The minimum previous work years related and required to the job.

**Example:** experience required for “budget dept head” from 4 to 6 years in accounting and budget development.

#### 7- **Technical Competency (specialty) and behavior**

**a- Technical Competency (specialty):** Technical abilities specified for roles and jobs in the job families including technical knowledge required for the job such as: ability to use certain software like java or knowledge skills in specialized fields like financial analysis ... etc.

**b- Behavioral Competency:** explained in detail in the general framework of behavioral Competency in the federal government including the following:

**1- Leadership Competency:** (strategic thinking, staff development, change leadership).

**2- Basic Competencies:** including six Competencies (accountability, effective resources management, focus on results, focus on customer service, communication skills, and teamwork).

(Please, for more details refer to the general framework of behavioral Competencies for federal government).

**8- Skills:** personal abilities which should be exist in the incumbent such as: accounting skills, computer skills, language skills ... etc.

**9- Documenting procedures related to job description card approval and review.**

**10- Job description approval by concerned employee and direct manager:** including incumbent signature and his direct manager for certifying incumbent role and tasks entitled to him.

## Seventh

### Model of Job description card

(Approved model in jobs evaluation and description in federal government system)

#### 1- Tasks details:

Job title	
Job code	
Job category	
Direct manager	
Department	
Career path	

#### 2- General objective of the job

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#### 3- Job dimensions

Number of employees whom administratively follow the incumbent	Direct:	Financial powers:
	Indirect:	

#### 4- Main responsibilities

Key tasks	Key performance indicators

#### 5- Qualifications

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#### 6- Experience

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#### 7- Technical and behavioral Competencies

Competency	Competency level
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**8- Skills**

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**9- Procedures approval**

Development (direct executive)	Date:
Review (direct executive)	Date:
Approval (executive manager) if necessary:	Date:

**Signature**

**Date**

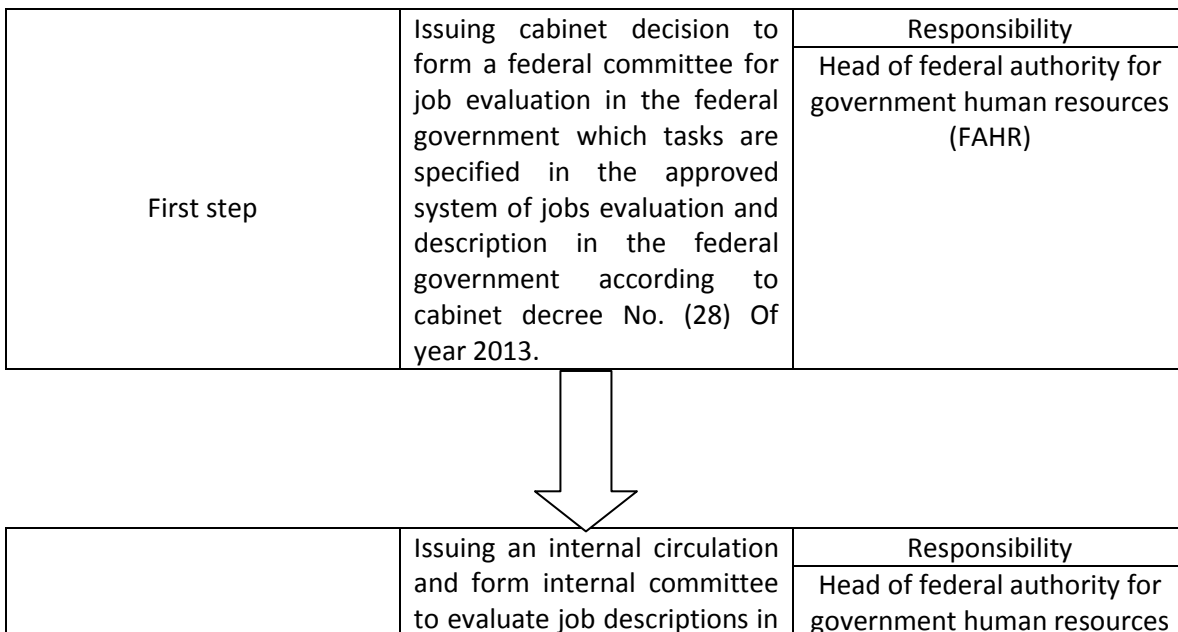
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**HR Manager**

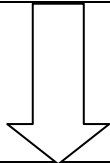
**Eighth**

**Procedures and implementation mechanism of job description development/amendment**

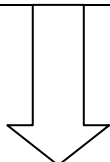
As a preparatory phase, the ministry/ federal government entity should make sure of availability of necessary infrastructure to apply the approved procedures and mechanisms for job description development representing in the following:



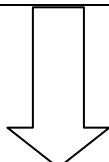
Second step	the ministry/ federal government entity which tasks are specified in the approved system of jobs evaluation and description in the federal government according to cabinet decree No. (28) Of year 2013.	(FAHR)
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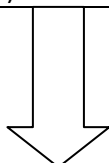
Third step	Issuing an internal circulation/administrative decision to start launching job descriptions projects according to the approved system of jobs evaluation and description on ministry's level/federal entity.	Responsibility
		Top management in the ministry/ federal government entity



Fourth step	Issuing a decision to form internal HR teamwork to prepare/review/update job descriptions on the ministry's level/federal entity.	Responsibility
		Top management of the ministry/ federal government entity



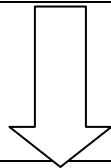
Fifth step	Making sure that the internal teamwork formed in the ministry or federal government entity abide by attending job analysis training courses organized by federal authority for government human resources (FAHR)	Responsibility
		Top management of the ministry/ federal government entity



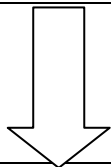
	Collecting jobs and titles in	Responsibility
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Sixth step	the ministry/ federal government entity and document and analyze the current status.	HR concerned teamwork
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Seventh step	Holding internal introductory workshops in the ministry or federal government entity over job description showing its importance and target.	Responsibility
		HR concerned teamwork



Eighth step	The qualified teamwork in collaboration with organizational units' heads in the ministry/ federal government entity shall prepare standard models of job description cards and ensure its effectiveness.	Responsibility
		HR concerned teamwork

### **Procedures and implementation mechanism:**

Below the most important steps for job description development/amendment.

### **The development of New job description:**

s	Procedures	Organizational unit responsible for procedure's implementation	Who will implement in the organizational unit
1	Distributing job analysis questionnaire, gathering all info related to the job, developing priorities menu of responsibilities, abilities, previous job requirements and conducting interviews with the concerned organizational units' heads to complete required	HR department/concerned section	HR concerned employee/direct manager/ concerned department's head

	data.		
2	Developing job description draft according to the approved model attached to the system and guide in order to be reviewed by the direct manager or department head.	HR department/concerned section	HR concerned employee/direct manager/concerned department's head
3	Reviewing job description draft and taking notes whenever necessary.	Concerned department	Direct manager/ concerned department's head
4	Discussing the amended copy of job description draft according to the approved model with the direct manager	HR department/concerned section	HR concerned employee
5	Developing and developing job description according to the approved model attached to the system and guide following direct manager consent.	HR department/concerned section	HR concerned employee
6	Signing job descriptions by the concerned department's head and HR manager then making initial approval by the concerned assistant undersecretary (or equivalent).	HR department/concerned section	Concerned department head/ HR manager/ concerned assistant undersecretary (or equivalent).

### **Amendment of existing job description:**

<b>s</b>	<b>Procedures</b>	<b>Organizational unit responsible for the procedure</b>	<b>Who will implement in the organizational unit</b>
1	Receiving job description amendment request supported by amendment reasons.	HR department	HR concerned employee
2	Amendment request approval.	HR department	HR Manager
3	Starting amendment process, holding a meeting with direct manager and discussing types of amendments.	HR department/ Concerned section	HR concerned employee/direct manager
4	Reviewing job description draft and taking notes whenever necessary.	Concerned department	Direct manager/ concerned department's head
5	Discussing the amended job description draft copy according to the approved model with the direct manager.	HR department/concerned section	HR concerned employee/direct manager
6	Developing and developing the amended job description copy according to the approved model attached the system and guide following the consent of the direct manager.	HR department/concerned section	HR concerned employee/direct manager
7	Signing job descriptions by the	HR department/concerned	concerned department's

concerned department head and HR manager then making initial approval by the concerned assistant undersecretary (or equivalent).	section	head / HR manager/ concerned assistant undersecretary (or equivalent).
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th

**streaming track of the procedure**

**new job description**

Contributing job analysis questionnaire, gathering all info related to the job, comparing priorities and responsibilities, abilities of previous job requirements and conducting interviews with competent organizational units' to complete required data.  
**1.1**

Preparing job description draft according to the certified model attached to system and guide in order to be reviewed by direct manager or department head.  
**1.2**

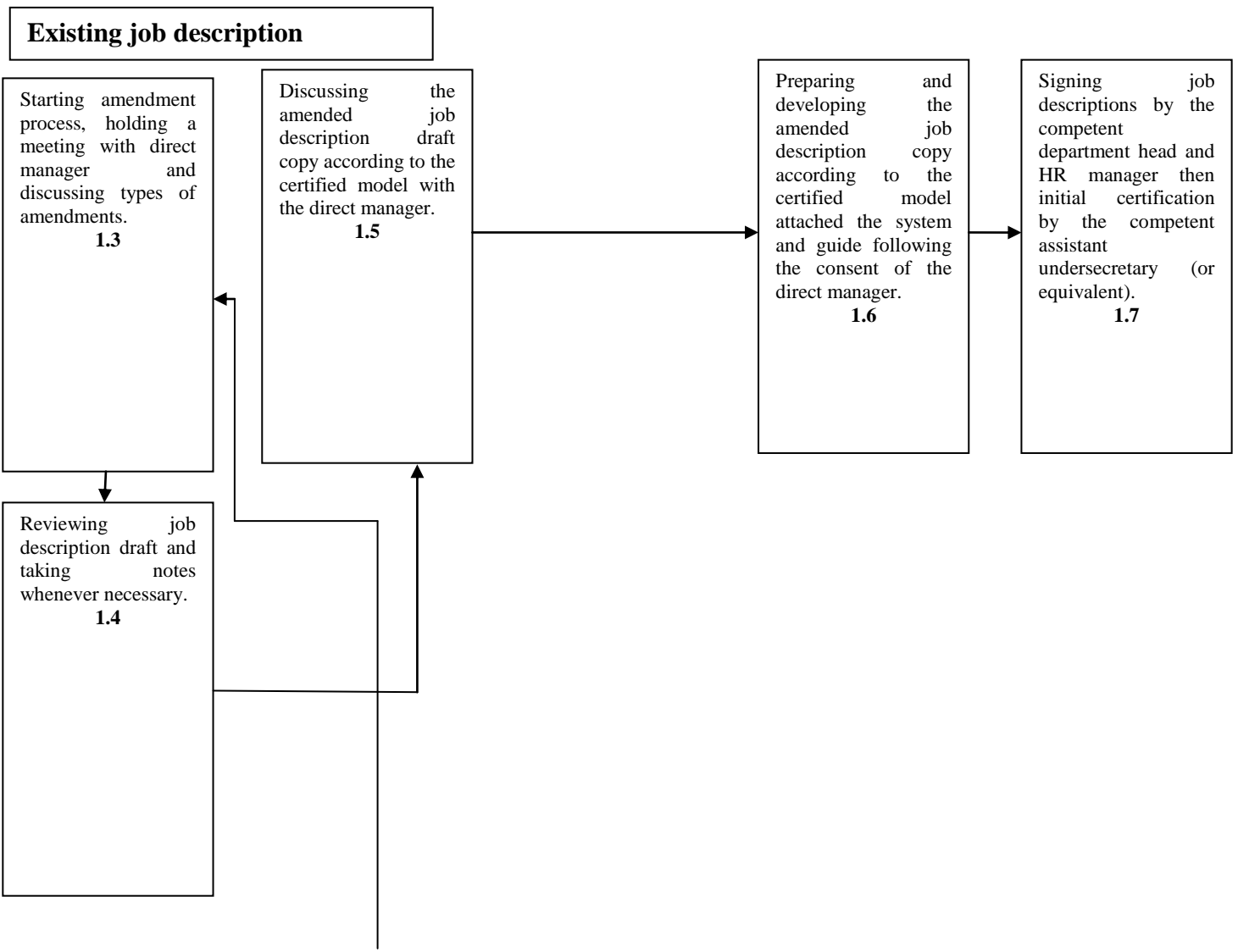
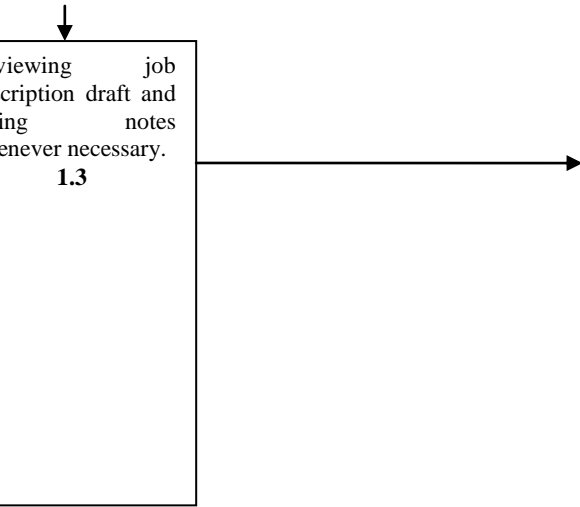
**HR department + concerned departments**

Discussing the amended copy of job description draft according to the certified model with the direct manager  
**1.4**

Preparing and developing job description according to the certified model attached to the system and guide following direct manager consent.  
**1.5**

Signing job descriptions by the competent department head and HR manager then initial certification by the competent assistant undersecretary (or equivalent).  
**1.6**





Receiving job  
description amendment request  
supported by  
amendment reasons.  
**1.1**



Amendment request  
approval.

**1.2**

## Chapter 3

### Job Evaluation

## **First**

### **Introduction**

The process of job evaluation is the most important process of Human Resources Department, perhaps the most accurate as it is directly connected with defining the job degree of roles that effect the possibility of attracting the competencies, reducing the operational costs and increasing the revenue.

Accordingly, the government of the United Arab Emirates has given special attention to development of a system for job evaluation and description in the federal government in which the Cabinet resolution No. (28) of 2013 on and job evaluation and description system in the Federal Government has been approved.

The most important pillars of the approved system include:

1. Developing a unified job evaluation system for ministries and federal government entities to be applied to all jobs and roles in them.
2. The approved job evaluation system defined a certain number of clear and accurate criteria to be applied in each job evaluation process without exceptions such as defining the scope of responsibility, knowledge,...etc.
3. Job evaluation was based on job evaluation and does not mean the employee role occupant.
4. The formation of committees to evaluate jobs through an internal committee in the ministry / the federal government entity and a federal committee to ensure the effectiveness of the process, which has been explained in Part III of this manual.
5. Documentation of evaluation procedures and approval of the results officially to ensure the compliance with the approved system.

## **Second:**

### **Goals of Job Evaluation Process**

1. Use a systematic and specific method for job evaluation process, so as to ensure the achievement of justice and harmony among them at the level of the federal government.
2. Unification of the principles related to jobs and job development.
3. Support the procedures and processes of Human Resources Department in the federal ministries and authorities.

From this point of view, the Federal authority for Government Human Resources was keen to prepare a guiding manual for the approved system for the job evaluation description in the federal government from which procedures of job evaluation process in fministries / federal government entities and the mechanism of implementation in accordance with the adopted system will be discussed.

## **Third:**

### **Job Evaluation Stages**

After the completion of job analysis stage and development of job description card which was explained in detail in section II of this manual, the job evaluation stage which relies on a systematic and standard procedure begins to determine the weight of the job compared with the other similar jobs in the government, using an adopted system for job evaluation in the federal government.

The Federal Committee for job evaluation and the Internal Committee for job evaluation in the federal entity play a key role in the process of job evaluation; the following is the mechanism of committees' formation and the most important tasks assigned to them.

**Fourth:**

**Committees and Mechanism of Formation**

The Committee	Committee headquarters	Mechanism of Committee Formation	The committee Duties	The Committee Meetings	The Committee Decisions
Job Evaluation Federal Committee	the Federal Entity for Government Human Resources	To be formed by a decision of the Chairman of the FAHR presided by the General Manager of FAHR and its membership includes a number of members defined by the decision of formation. The Committee may seek the assistance of the experienced people whether from the federal government or from outside provided that they shall have no counted vote in the Committee.	<p>1-Supporting the internal evaluation committees in the federal government entities to ensure the sound implementation of job evaluation and description process in the federal government authorities.</p> <p>2- Approval of job evaluation results evaluated by the Internal Evaluation Committees in the federal entities.</p> <p>3- Providing the FHAR with the job descriptions, names and families for all jobs in the governmental bodies periodically and up to date.</p> <p>4- Approval of job descriptions, names and families for the new jobs and the updated list.</p> <p>5- Periodic revision of reference levels schedule and submitting amendment recommendations if needed.</p> <p>6- Development of periodic reports on new and adjusted jobs in the federal government.</p>	The committee meeting is to be held upon a call from its chairman in the place and time specified by the same. The committee may hold extraordinary meetings whenever needed.	The Committee's decisions shall be passed by the majority of its attended members provided that the chairman or his/ her deputy among them. In case of tie, the president has cast vote.

The Committee	Committee headquarters	Mechanism of Committee Formation	The committee Duties	The Committee Meetings	The Committee Decisions
		To be formed at the level of each federal	1-Revesion of job description for jobs required to be evaluated.	The committee meeting is to	The Committee's decisions



Internal Job Evaluation Committee in the Federal government entity	The Concerned Ministry/ federal government entity	government entity by a decision of the concerned minister or his deputy presided by the undersecretary or deputy its membership includes a number of members. The Committee may seek the assistance of the concerned people deemed suitable by it whether from the authority or from outside provided that they shall have no counted vote in the Committee.	<p>2- Evaluation of all jobs in the concerned federal entity and ensuring the consistency of the jobs with job grades.</p> <p>3- Ensuring the classification of jobs in logic, transparent and fair manner.</p> <p>4- Compliance with the regulations and resolutions passed by the federal committee for job evaluation, or that passed by the FHAR regarding job evaluation.</p> <p>5- Development of the annual reports on number of employees evaluated and re-evaluated in the federal entity and showing the amendments made to them.</p> <p>6- Contacting the federal committee for job evaluation continuously.</p> <p>7- Suggesting new job names, descriptions and families and submitting them to the federal committee for governmental job evaluation for approval.</p>	be held upon a call from its chairman. The committee may hold extraordinary meetings whenever needed.	shall be passed by the majority. In case of tie, the president has cast vote.
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**Fifth:  
Job Classification**

Before starting the job evaluation procedures, the internal job evaluation committee in the federal government entity will classify the job within a job family, job category and career path and causing them to be approved by the Federal Committee for job evaluation.

To reach the correct classification for the job, so as to be within the correct job family, job families must be identified on the basis of distinct and independent job or occupational groups, to include all job family on several job categories, so each job must be inserted under the correct job Family and job category as well as under the correct career path.

To facilitate the job classification within consistent job families, the job families shown below specified in the system of job evaluation and description as the basis for jobs classification have been approved:

The Job Families according to the approved system for Job evaluation and Description in the Federal Government are:	
1. Education	11. Engineering
2. Health (Medical jobs and Medical Support)	12. Culture, Arts and Literature
3. Media	13. Quality and Statistics
4. Environment and Safety	14. Public Relations
5. Agriculture	15. Management of Programs and Projects
6. Sciences and Nature ( Physics, Chemistry, Geology, etc..)	16. Backing Support Services.
7. Legal/ Judicial	17. Human Resources
8. Political/ Diplomatic	18. Economy and Finance
9. Religious	19. Auditing and Control
10. Social Care	20. Information Technology
<ul style="list-style-type: none"> <li>Knowing that number of job families may be increased in the future according to the The need of new specialties.</li> </ul>	

To define the suitable job category according to the job family for each category, the steps shown in the following figure No. (1) must be followed:

التعديل أثناء التصميم:

Does the job require certain job/occupational knowledge?		Is the personnel management of interest?		Yes	
Practical understanding of methods, systems and operations?		Deep Knowledge of governance principles?		Are you interested in professional managers management?	
Yes		Supervision		yes	
Yes		Yes		Does the job have an effect on the strategy?	
Aux. Services	Does the job require self-planning and organization and understanding of results and impacts?	Technical Support	Deep specialty and wide experience in a certain field	Middle management	Does the job contribute to the vision and the authority?
	Yes		Yes		Yes

	Administrative Support	Operational		Specialist	Mastering of concepts and principles with variety of knowledge and experience		Management Role	F n
					Yes			
				Expert	Specialist			

In Figure (1) it is clear that jobs are classified within job families on the basis of the occupational or career field, and also as a criterion on its basis jobs are specified. So each job has characteristics that distinguish it from other jobs that must be taken into account when classifying any job in its correct category. It is guided by appendix No. (a) Attached to the approved system for job evaluation and descriptions in this manual in which the characteristics of the general job categories and titles.

And after the approval of job classification by the Federal Committee for job evaluation process, the proposed grade is inserted in accordance with the schedule grades, federal government payroll, job category and job titles within the approved schedule No. (3) on how to connect the reference level to job grade attached to the system of job evaluation and description and in this guiding manual, to be referred to during the process of job evaluation.

It should be noted here that the job classification must not deviate from the three approved career paths under the job evaluation s and description system in the federal government, namely:

1. Leadership
2. Administrative
3. Occupational/ Specialized

The federal entity must determine the path of approved job according to the proper classification matching one of the paths mentioned above and accordingly the career path for the employee is determined since the beginning. In this aspect, it is indicated that the employee can be graded on the same path, or move to another path through transfer method if he/ she fulfills the conditions of the job transferred to. The employee can also progress by promotion method provided fulfillment of prescribed conditions under the provisions of the law of human resources, its amendments, its executive regulations and related laws.

The following figure shows, the three career paths leadership and administrative, occupational and job categories to which each approved job in the federal government should belong:

## Job Grades

		A	B	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Leadership Path	higher Management																
	Management Role																
	Middle Management																
	Supervision																
Administrative Path	Administrative Support																
	Operational																
Occupational / Specialized Path	Expert																
	First Specialist																
	Specialist																
	Technical Support																

**Job Category**

Chart shows the approved career paths in the federal government

Illustrative Example of the job "Engineer" belongs to:

Job Family	Career Path	Job Category	Job Grade
Education	Leadership	Higher Management	A
Health (Medical jobs and Medical Support)		Management Role	B
Media		Middle Management	
Environment and Safety	Occupational / Specialized	Supervision	
Agriculture	To be determined within the three	Administrative Support	1
		Operational	2

	approved career paths under Job evaluation and Description System		Aux. Services	3 4 Ranges from grade (1) to grade (4)
			Expert	
			First Specialist	
			Specialist	
Sciences and Nature ( Physics, Chemistry, Geology, etc..)			Technical Support	1
Legal/ Judicial				2
Political/ Diplomatic				3
Religious				4
Social Care				5
Engineering				6
Culture, Arts and Literature				7
Quality and Statistics				8
Public Relations				9
Management of Programs and Projects				10
Backing Support Services.			To be determined based on the occupational and career filed according to characteristics specified for each job	11
Human Resources		12		
Economy and Finance		13		
Auditing and Control		14		
Information Technology				
To be determined within 20 job families specified in the approved job evaluation and description				To be determined after evaluating the seize of the job and being approved by the federal committee for job evaluation

## Sixth

### Steps of Job Valuation

1. The committee evaluates the internal jobs in the federal government entity by approving the results of the examination of the components of the job which was prepared at the stage of job analysis (has been explained in detail in section II of this Manual).
2. Beginning to evaluate the size of the job, which is the responsibility of the Internal Committee for job evaluation in the federal entity where the evaluation is built on the following criteria:
  - a. Career knowledge: it includes practical or specialized knowledge, knowledge associated with the planning, organization and integration (administrative knowledge), communication skills and influencing others.
  - b. Thinking Level: includes (the challenges of thinking and the challenges associated with the job, which requires a certain level of thinking).
  - c. Responsibility: includes the freedom to act, the nature and scope of influence.

(The approved analogy matrix within the approved job evaluation and description system in the federal government is referenced to calculate the total score for each criterion).

Example:

Evaluation of job size of (Head of Department (x) in the Ministry of (x), where total score is calculated for each standard of Career knowledge, level of thinking, the responsibility) (by reference to approved Analogy matrix.

\* Numbers used to calculate the points for the criteria described are illustrative numbers only and do not reflect the exact figure of the job size.

**Scores of "Career Knowledge Criterion" are calculated:-**

Career Knowledge	Practical or Specialized Knowledge	Administrative Knowledge	Communication Skills and Influencing others	
Total of scores	98	104	100	302

**Calculation of Scores of "Thinking Level Criterion"**

Thinking Level	Thinking Challenges	Challenges associated with the job	
Total of Scores	47	85	132

**Calculation of Scores of "Responsibility Criterion"**

Reasonability	Freedom to act	Nature / scope of influence	
Total of Scores	65	87	152

**Total Scores**

Evaluation Criteria	Career knowledge	Thinking Level	Responsibility	Total Scores (Size of Job)
Total Scores	302	132	152	586

Based on the result of evaluating the size / weight of the job, the internal Committee by investigating the reference level for the job (Subject to the main scale of evaluation attached in the adopted system for job evaluation and descriptions).

Total Scores of in the figure No. 2 which is 586 is connected to the schedule of main scale and the reference level is determined according to job grade, category and title equivalent to the reference level, in which each job has a reference level.

In the example, the reference level corresponding to the job is 18 thus the job grade is (the Second Grade) according to the Analogy.

Illustrative Example:

Master Scale Mapping		
Job grades according to schedule of federal government grades and payroll	Total Scores	Reference Level
special (A)	XXXXXXXX	22
	XXXXXXXX	21
speciale (B)	XXXXXXXX	20
1	XXXXXXXX	19
2	592-572	18
3	XXXXXXXX	17
	XXXXXXXX	16
4	XXXXXXXX	15
5	XXXXXXXX	14
6	XXXXXXXX	13
7	XXXXXXXX	12
	XXXXXXXX	11
8	XXXXXXXX	10
9	XXXXXXXX	9
10	XXXXXXXX	8
11	XXXXXXXX	7
12	XXXXXXXX	6
13	XXXXXXXX	5
14	XXXXXXXX	4

Figure No. 2

3. The Internal Committee submits the initial job evaluation results to the Federal Committee for Job Evaluation for the final approval.
4. After the final approval by the Federal Committee, the approval and final results of job evaluation shall be referred to the internal committee and then to all departments of Human Resources in the federal government entities till the application.

- The Human Resources' Information Management System "Bayanati" is updated with the details of the job in terms of (job grade, job title and job category) by the Federal authority for Government Human Resources.

#### Seventh:

#### Mechanism of application After the Approval of Job Evaluation

As referred to in the adopted job evaluation and description system, the evaluation does not aim at stabilizing or re-stabilizing the employees after the completion of job evaluation process explained in this manual, without prejudice to the acquired rights of current job positions occupants associated with the job under evaluation. The employee's grade may be different from the job grade occupied by him/ her currently either the grade is higher or lower or equivalent to it.

Accordingly, such cases should be tackled according to the following mechanism:

- If the occupied job grade is equivalent to the grade the current position of the employee, the position of the employee will remain the same.
- If the occupied job grade is lower than the grade the current position of the employee, Human Resources Department shall consider the development of a plan for training and qualifying the employee to occupy another job matching with his/ her career abilities provided that it must be in the same job family or job category and job grade and in accordance with approved performance management System and training and development system in the federal government.
- If the occupied job grade is higher than the current position of the employee, Human Resources Department in the authority may consider the possibility to transfer the employee to another job in which his/ her grade is consistent with its grade in the same group, without prejudice to the conditions necessary to occupy the job transferred to, and according to the conditions stated in the law and its executive regulation, and performance management system in the federal government.

#### Example:

Current Position (Before Evaluation)			Position (After Evaluation)			
Ministry	Job	Current Employee's Grade and Overlapped Job Grade	Ministry	Job	Personal Job Grade	Job Grade After Evaluation
Ministry A	Accountant	Grade 4	Ministry A	Accountant	Not effected	Grade 4
Ministry B	Accountant	Grade 3	Ministry B	Accountant	Not effected	Grade 4
Ministry C	Accountant	Grade 5	Ministry C	Accountant	Not effected	Grade 4

- Personal job grade remains the same after the process of evaluation.

Regarding the new employees, an employee shall be appointed only in job position that has been evaluated according to specific mechanism in the approved job evaluation and description system that has been explained in detail in this manual.



## **Eighth:**

### **Procedures and Mechanism of Execution of Job Evaluation Process**

Here are the most important steps for the procedures required for management of job evaluation process:

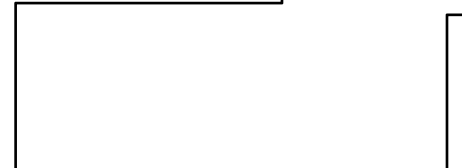
<b>Procedure</b>	<b>Organizing Unit Responsible for Performing the Procedure</b>	<b>The Performer in the Organizing Unit</b>
Approving the results of job components examination that has been prepared in the stage job analysis and explained in detail in Part II of this manual.	Internal Committee of Job Evaluation in the Federal entity	Internal Committee of Job Evaluation in the Federal entity
Submission of the proposed job descriptions, the approved organizational structure, strategy of the federal government entity, the approved financial budgets for programs, projects and activities to Internal Committee of Job Evaluation in the Federal entity	Human Resources Department	The Concerned employee in Human Resources Department
Revision of job description and total definition of job size mainly the result of job evaluation, investigating the reference level related to federal grades planning, allocating the suitable grade for job and job family according to the approved job evaluation and description system.	Internal Committee of Job Evaluation in the Federal entity	Internal Committee of Job Evaluation in the Federal government entity
Revision the correctness of job evaluation process results regarding the job category, grade and title subject to any amendments may be made to the jobs or job families whether by creating new job, amending, integrating or cancelling existing jobs.	Internal Committee of Job Evaluation in the Federal entity	Internal Committee of Job Evaluation in the Federal government entity
Proposing the reference level of the grade.	Internal Committee of Job Evaluation in the Federal entity	Internal Committee of Job Evaluation in the Federal government entity
Submission of initial job evaluation results to the Federal Committee for Job Evaluation for the final approval attached with the initial evaluation of the job, job description and the approved organizational structure to the federal entity according to the proposed form for evaluation results submission.	Internal Committee of Job Evaluation in the Federal Entity	Internal Committee of Job Evaluation in the Federal government entity
The final approval of the initial job evaluation including job category, grade and job title	The Federal Committee for Job Evaluation	The Federal Committee for Job Evaluation

Submission of the approval and final results of job evaluation to Internal Committee of Job Evaluation in the Federal Entity	The Federal Committee for Job Evaluation	The Federal Committee for Job Evaluation
Referral of the approval and final results of job evaluation to Human Resources Department in the Federal Entity	Internal Committee of Job Evaluation in the Federal Entity	Internal Committee of Job Evaluation in the Federal government entity
Updating the data whether related to creating new jobs or amending the current jobs in “ Bayanati”.	The Federal Authority for Government Human Resources	The Concerned employee in Human Resources Information System Department.
Updating the data base of job description, job title, job family and the grade within “ Bayanati” System”.	The Federal Authority for Government Human Resources	The Concerned employee in Human Resources Information System Department

**Ninth:**

**Procedure Workflow**

Internal Committee of Job Evaluation in the Federal Entity	The beginning	Approving the results of job components examination that has been prepared in the stage job analysis and explained in detail in Part II of this manual.		Revision of job description and total definition of job size mainly the result of job evaluation, investigating the reference level related to federal grades planning, allocating the suitable grade for job and job family according to the approved job evaluation and description system.		Revision the correctness of job evaluation process results regarding the job category, grade and title subject to any amendments may be made to the jobs or job families whether by creating new job, amending, integrating or cancelling existing jobs.		Proposing the reference level of the grade.		Submission of initial job evaluation results to the Federal Committee for Job Evaluation for the final approval attached with the initial evaluation of the job, job description and the approved organizational structure to the federal entity according to the proposed form for evaluation results submission.		Referral of the approval and final results of job evaluation to Human Resources Department in the Federal Entity	
		Internal Committee of Job Evaluation in the Federal Entity	1. 1	Internal Committee of Job Evaluation in the Federal Entity	1. 3	Internal Committee of Job Evaluation in the Federal Entity	1. 4	Internal Committee of Job Evaluation in the Federal Entity	1. 5	Internal Committee of Job Evaluation in the Federal Entity	1. 6	Internal Committee of Job Evaluation in the Federal Entity	1. 9



Human Resources Department		Submission of the proposed job descriptions, the approved organizational structure, strategy of the federal entity, the approved financial budgets for programs, projects and activities to Internal Committee of Job Evaluation in the Federal entity											
		Concerned Officer	1.2										
The Federal Committee for Job Evaluation								The final approval of the initial job evaluation including job category, grade and job title	↗	Submission of the approval and final results of job evaluation to Internal Committee of Job Evaluation in the Federal Entity			
								The Federal Committee	1.7	The Federal Committee for Job Evaluation	1.8		

							tee for Job Evalua tion					
The Federal Authority for Governmen t Human Resources		Updating the data whether related to creating new jobs or amending the current jobs in “ “ Bayanati””.	↓	Updating the data base of job description, job title, job family and the grade within “ “ Bayanati” System”.	↗	The End	<b>Key of Workflow</b> <ul style="list-style-type: none"> <li>◆ Wide Paths</li> <li>◆ Squares</li> <li>◆ Figures in Squares</li> <li>◆ For reading the Workflow start from the end and follow the sequence of the steps according to the sequence of numbers below each square</li> </ul>					Refer to the concerned Departments  Refer to processes included in the procedure  Refer to the sequence of the steps
		Concerned Officer “ Bayanati”	1.10	Concerned Officer “Bayanati”	1.11							

## Chapter Four: Samples and Appendices

### First: Job Description Card Form:

<b>1- Tasks Details: Explaining the Position of the Career Role in the Career Structure</b>	
<b>Job Description</b>	Refers to a specific role of the job provided at a certain level in the organizational structure of the Ministry\Federal Entity.
<b>Job Code</b>	Refers to the unified number specified by the Human Resources' Information Management System "Bayanati".
<b>Job Category</b>	Refers to the jobs that share the same specialty and type and fall under a job within an approved job family
<b>Job Grade</b>	Refers to the approved job grade in the Ministry\Federal Entity after evaluation according to the approved evaluation mechanism. It's determined according to table (3) attached hereinafter concerning the connection between the grade reference level and the job grade.
<b>Report to</b>	Refers to the position of the person directly responsible for the supervision of the tasks entrusted to the incumbent as determined within the approved organizational structure of the Ministry\Federal Entity.
<b>Management</b>	Refers to the organizational unit in the approved organizational structure of the Ministry\Federal Entity and no modification shall be made at its level or higher without the Cabinet's Decree.
<b>Career Path</b>	Refers to the path that determines the quality and orientation of the job whether it's leadership, administrative or occupational. Every path may have a set of integrated job scopes to reflect the grade off experience and volume of responsibility.

### **2- The general Objective of the Job: A Summary of the Main Role of the Job Without Discussing the Tasks and Responsibilities Entrusted to the Job Occupier**

<b>3- Job Dimensions:</b>		
The Number of Employees Administratively related to the Job Occupier: refers to the number of employees administratively related to the incumbent (direct\indirect) - if existed - and determining the job description of each one of them.	<b>Direct</b>	Financial Capacities: refer to one of the advantages of the job that are managed by the regulations and financial organizational decisions. They give the incumbent the capacity to pay the amounts within the financial limits (if existed).
	<b>Indirect</b>	

### **4- Main Responsibilities:**

<b>Main Responsibilities</b>	<b>Main Performance Indicators</b>
Refer to the tasks directly connected to the job role entrusted to incumbent as	Include the most important main and general indicators of the role (if existed).

being responsible for these tasks whether they are administrative, executive or supervisory. They are detailed responsibilities that explain the difficulty of role and the volume of responsibility resulted by it.	They are the indicators that judge the incumbent's grade of performance of the main responsibilities entrusted to him through his job. They are measurable indicators (numbers or percentages).
--	---

**5- Qualifications: The Minimum Set of Relatives, Educational and Professional Certificates and Practical Trainings Necessary to Get the Job**

**6- Experience: The Minimum Previous Years of Experience Related to the Current Job and Necessary to Get the Job**

<b>7- Technical and Behavioral Competencies:</b>	
<p>Technical Competencies: refer to the occupational competencies of the role and tasks within the job families and include the technical knowledge that produces an effective performance required by the job and shall be available in its incumbent.</p> <p>Behavioral Competencies: Refer to the what is previously explained within the general pattern of the behavioral competencies in the Federal Government and include the following:</p> <p>1- Leadership Competencies (Strategic Thinking, supporting the employees and developing their abilities, change leadership).</p> <p>2- Main Competencies: include six competencies: questionability, effective management of resources, focusing on results, focusing on customer services, communication and communication skills and teamwork spirit.</p>	Competency Grade

**8- Skills: Refers to the Personal Abilities to be available in the incumbent**

**Procedures Documentation: Includes the Signatures of the incumbent and His Direct Head to Certify the Role of the incumbent and the Tasks Entrusted to Him.**

Development (Direct Manager):

Date:

Review (Direct Manager):

Date:

Approval (Executive Manager) if necessary:

Date:

Human Resources Head:

Signature:

Date:

## Second: Job Description Card Exemplary Form:

<b>Tasks Details:</b>	
Job Description	Senior Accountant
Job Code	To be Determined Later
Job Category	Supervisory Roles
Job Grade	To be Determined Later
Report to	Accounts Department Head
Management	Finance
Career Path	Occupational

<b>General Aim of the Job:</b>
Registering and recording the accounting operations in the accounting system and contributing to making necessary review scales, performing settlement registers and contributing to making the periodical financial and accounting statements in addition to the final and budget account.

<b>Job Dimensions:</b>		
The Number of Employees Administratively related to the incumbent	Direct: 2 (accountant \ senior administrative) Indirect: Nil	Financial Capacities: Nil

<b>Main Responsibilities:</b>	
<b>Main Tasks</b>	<b>Main Performance Indicators</b>
<ul style="list-style-type: none"> <li>* Developing the account statements of the suppliers monthly to pay and refer them to the Head of department for review and approval.</li> <li>* Recording the accounting operations registers according to the appropriate accounting guidance to comply with the approved accounting procedures.</li> <li>* Developing the monthly bank settlements to provide duly up-to-date financial statements.</li> <li>* Developing the accounts payable and receipts according to the financial procedures' policy and referring them to the Head of Department for review and approval.</li> <li>* Receiving the suppliers' invoices in addition to sorting and recording them in the relevant accounts to comply with the</li> </ul>	<ul style="list-style-type: none"> <li>* The quick performance of procedures like leaving, payments and revenues.</li> <li>* Accuracy of developing the financial statements, payrolls, checks, bank transfer orders and payment documents.</li> <li>* Commitment to the deadline of the financial statements.</li> <li>* The number of mistakes found in the financial statements.</li> </ul>



financial procedures' guide. * Matching the bank accounts statements and referring them to the Head of Department for review and approval. * Developing the payrolls and referring them to the head of Department for review and approval to duly pay them later. * Any other tasks entrusted to him.	
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<b>Qualifications and Experience:</b>
Qualification: Bachelor of Accounting or equivalent. Experience: 4-5 years of experience in accounting.

<b>Technical and Behavioral Competencies:</b>
<b>Technical Competencies:</b> * Knowledge of the practices and procedures of the financial accounting. * Knowledge of the systems of financial accounting. * Knowledge of the International Accounting Standards. * Ability to analyze, plan and organize. * Applying the recent technical methodologies of accounting. <b>Behavioral Competencies:</b> * Related to the job grade as mentioned in the general pattern of the behavioral competencies of the Federal Government.

<b>Skills:</b>
* Accounting skills.  * Computer and recent technical systems skills.
<b>Procedures Documentation:</b>

Development (Direct Head): Date:

Review (Direct Head): Date:

Approval (Direct Head) if necessary: Date:

Human Resources Head:

Signature: Date:

**Third: Job Analysis Survey Form:**

**First: General Details:**

Date		Job Description	
Administration\ Department		Direct Head	

**Second: Educational Qualification:**

Educational Qualification	Occupational Qualification

**Third: Professional Experience:**


**Fourth: Training Course:**

Training Course	Training Period

**Fifth: General Aim of the Job**

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**Sixth: Job Dimensions:**

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**A- Direct\Indirect Subordinates:**

Direct\Indirect Subordinates	Job Descriptions of Indirect Subordinates

**B- Financial Competencies:**


**Seventh: Tasks Details and Time:**

Tasks Details	Recurrence Rate	Time Spent to Perform

	(Daily\Weekly\Monthly)	the Task

**Eighth: Job-Related Reports:**

Report Title	Report Purpose	Reports Number	Recurrence Rate (Daily\Weekly\Monthly)

**Ninth: Communication Points Inside and Outside the Ministry\Federal Entity:**

**A- Internal Communication Points:**

Name of the Internal Point	Recurrence Rate (Daily\Weekly\Monthly)

**B- External Communication Points:**

Name of the External Point	Recurrence Rate (Daily\Weekly\Monthly)

**Tenth:**

**What is the kind of Supervision Performed by the Direct Head on the incumbent?**

A- Direct Supervision.

B- Indirect Supervision.

**What are the Permissions Given to the incumbent?**

A- Performing the necessary tasks and the permanent reference to the Direct Head in all matters.

B- Determining the work lines and best time to do the job.

C- Theincumbent shall work on solving the problems.

D- Finding Solutions according to every situation.

**How does the Direct Head Review the Integrity and Accuracy of the Works of Subordinates?**

- A- Reviewing the accomplished works.
- B- Reviewing the main tasks only.
- C- General Review.

**Eleventh: Nature of Work:**

**What are the Risks Faced by the incumbent During Work? What is the Degree of Exposure?**

**Twelfth: Report Approval:**

**Direct Head**

Signature:

Date:

**Head of Department**

Signature:

Date:

**Fourth: Job Description Development Demand Form:**

**No.:**

**Date:**

**The Distinguished Mr.\ Head of Human Resources Department**

**Subject: Job Description Development Demand Form**

We seek your approval of the job description development according to the details below:

<b>Job Description</b>		<b>Administration\Department</b>	
<b>Direct Head</b>		<b>Job Grade</b>	

Based on:

- ( ) Restructuring the Organizational Structure.
- ( ) Administrative Decision of New Job Role.
- ( ) Other (please explain):

<b>Notes:</b>

Sincerely Yours,

**Direct Head**

**Head of Department**

The Distinguished Mr.\Head of the Concerned Authority,

After the perusal of your demand of a job description development and according to the provisions of evaluating and sorting the jobs, the following decisions are made:

- ( ) Your demand is approved: a approved job description form will be sent to fill.
- ( ) Your demand is rejected because

Sincerely yours,

Head of Human Resources Department

**Fifth: Current Job Description Development Update Demand Form:**

**No.:**

**Date:**

**The Distinguished Mr.\** Head of Human Resources Department

**Subject:** Current Job Description Development Update Demand Form

We seek your approval of the job description development renewal according to the details below:

<b>Job Description</b>		<b>Administration\Department</b>	
<b>Direct Head</b>		<b>Job Grade</b>	
<b>First Issuance Date of the Current Job Description</b>		<b>Last Update of the Current Job Description</b>	

Renewal Reasons:

- ( ) Restructuring the Organizational Structure.
- ( ) Administrative Decision of Adding\Cancelling Jobs.
- ( ) Other (please explain):

<b>Notes:</b>

Sincerely Yours,

**Direct Head**

**Head of Department**

The Distinguished Mr.\Head of the Concerned Authority,

After the perusal of your demand of a current job description update and according to the provisions of evaluating and sorting the jobs, the following decisions are made:

(  ) Your demand is approved: an approved job description form will be sent to update.

(  ) Your demand is rejected because

Sincerely yours,

**Head of Human Resources Department**

**Sixth: Job Initial Evaluation Results Form:**

**No.:**

**Date:**

**The Distinguished Mr.\** Chairman of the Federal Commission for the Job Evaluation

**Subject:** Job Initial Evaluation Approval Demand

We seek your approval of the job initial evaluation approval according to the details below:

Job Description	Management	Job Category	Initial Evaluation Results			Points Total	Reference Grade	Sug Grade
			Knowledge	Thinking	Responsibility			

Kindly Note the following demand justifications:

Sincerely Yours,

**Chairman of the Internal Commission for the Job Evaluation**

**1.1. Reference Level**

Streamlining of Job Titles (Sample list)	Category	Master Scale Mapping	
	Management Roles	Federal Grades	Reference level
Department Director, Snr. Advisor, Consultant		Special A	22
			21
Director, Advisor, Consultant		Special B	20
Asst. Director, Manager, Head of Section, Expert		1	19
Asst. Manager, Specialist		2	18
Snr. Officer, Controller	3	17	

			<b>16</b>
<b>Officer, Snr. Supervisor, Executive</b>		<b>4</b>	<b>15</b>
<b>Supervisor, Exe. Assistant, Exe. Secretary</b>		<b>5</b>	<b>14</b>
<b>Co-coordinator, Snr. Secretary</b>		<b>6</b>	<b>13</b>
<b>Admin Secretary, Snr. Admin</b>	<b>Support Roles</b>	<b>7</b>	<b>12</b>
			<b>11</b>
<b>Administrator</b>		<b>8</b>	<b>10</b>
<b>Admin Assistant</b>		<b>9</b>	<b>9</b>
		<b>10</b>	<b>8</b>
	<b>Auxiliary Roles</b>		<b>7</b>
			<b>6</b>
			<b>5</b>
			<b>4</b>

## 1.2. Guidelines on 'Band Characteristics' and probable 'Generic' Job Titles

<b>Career path</b>	<b>Band</b>	<b>Grade Group</b>	<b>Generic Job Titles</b>	<b>Guiding Indicators (Band Characteristics)</b>
<b>Leadership</b>				
	<b>Strategic</b>	DG to Special A	<ul style="list-style-type: none"> <li><b>Under Secretary, Director General, General Manager</b></li> <li><b>Assistant Under Secretary, CEO,</b></li> </ul>	<ul style="list-style-type: none"> <li>Establishing vision and goal for the organisation and future direction</li> <li>Developing 'blue-sky' strategy guidelines for the organisation</li> <li>Broad strategic integration and leadership of organisation or important business operations</li> </ul>



			<p><b>Executive Director</b></p> <ul style="list-style-type: none"> <li>• <b>Department Director</b></li> </ul>	<ul style="list-style-type: none"> <li>• Area of impact – whole organisation</li> <li>• Planning window around THREE to FIVE years</li> <li>• 'Hearts &amp; Minds' – behavior change, negotiating and partnership working</li> <li>• Thinking within general laws of business philosophy and cultural values</li> <li>• By reason of organizational size and complexity, subject to very broad guidance and general orientation in response to business trends</li> </ul>
	<p><b>Senior Management</b></p>	<p>Special A to Grade 1</p>	<ul style="list-style-type: none"> <li>• <b>Department Director</b></li> <li>• <b>Director</b></li> <li>• <b>Assistant Director, Head of Section, Manager</b></li> </ul>	<ul style="list-style-type: none"> <li>• Set or significantly influence business or functional strategy</li> <li>• Determining general results, setting major functional policies, consequences apparent in 6-12 months</li> <li>• Diverse operational or conceptual integration and leadership of important business operations or strategic function within or across organisation, critical to business goals</li> <li>• Area of impact – Large complex function or Division</li> <li>• Planning window around ONE to THREE years</li> <li>• Change Behavior – Interaction with others is primarily concerned with influencing, developing &amp; motivating people and changing behavior. It often involves</li> </ul>

				<p>inspiration and the creation of right working climate</p> <ul style="list-style-type: none"> <li>• Persuasion, assertiveness – based on facts or evidence, empathy to the other's point of view</li> <li>• Thinking within general policies, principles and goals of the organisation</li> <li>• 'What' and 'how' to be defined</li> <li>• Subject to only overall guidance on broad organizational objectives and orientation of strategic policy</li> </ul>
	<b>Management</b>	Special B to Grade 2	<ul style="list-style-type: none"> <li>• <b>Director</b></li> <li>• <b>Assistant Director, Head of Section, Manager</b></li> <li>• <b>Assistant Manager</b></li> </ul>	<ul style="list-style-type: none"> <li>• Managing professionals or managers</li> <li>• Freedom to decide how to achieve the end results, significant decision making latitude, consequences apparent in months</li> <li>• Related integration of operations or services with associated functions, services or programs to achieve functional goals</li> <li>• Area of impact – Department function or service area</li> <li>• Planning window around ONE year</li> <li>• Managing internal / external relationship</li> <li>• Interaction with others requires understanding, influencing and supporting people, through applying technical knowledge or rational arguments, aimed at causing action or acceptance by others</li> </ul>

				<ul style="list-style-type: none"> <li>• Problems not clearly defined, Operating within broad functional guidelines</li> <li>• Thinking within broadly defined policies and objectives</li> <li>• Subject to broad practices and procedures covered by functional precedents and policies and managerial direction</li> <li>• Subject to general direction and broadly defined policy objectives</li> </ul>
	<b>Supervisory</b>	Grade 3 to Grade 5	<ul style="list-style-type: none"> <li>• <b>Senior Officer, Controller</b></li> <li>• <b>Officer, Senior Supervisor</b></li> <li>• <b>Supervisor</b></li> </ul>	<ul style="list-style-type: none"> <li>• Specific performance or supervision of multiple activities which are specific as to objective and content. There is a requirement to interact with co-workers and maintain an awareness of related activities</li> <li>• Latitude of discretion within established precedent / defined policies, consequences apparent in weeks</li> <li>• Area of impact – Section or small department</li> <li>• Planning window less than a ONE year</li> <li>• Supervisors of subordinates whose tasks are broadly similar</li> <li>• Dealing with others is primarily concerned with requesting and providing information. Courtesy, tact and effectiveness are required</li> <li>• May need to develop new procedures within existing policies</li> </ul>

				<ul style="list-style-type: none"> <li>• Thinking within clearly defined policies, principles and specific objectives</li> <li>• Subject to broad practices and procedures covered by functional precedents and policies and managerial direction</li> <li>• Operating within practices and procedures covered by precedents or well defined policies and review of end results</li> </ul>
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**Administrative**

	<b>Executive</b>	Grade 4 to Grade 6	<ul style="list-style-type: none"> <li>• <b>Executive,</b></li> <li>• <b>Executive assistant,</b></li> <li>• <b>Executive Secretary</b></li> <li>• <b>Coordinator,</b></li> <li>• <b>Senior Secretary</b></li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Practical understanding of methods, systems and processes</li> <li>• Interpretation of established precedents. Nature of problem and how to solve fairly clearly defined</li> <li>• Multiple choice based on experience, result can be readily checked for correctness, choose from available answers</li> <li>• Operating within standardized practices and procedures, general work instructions and supervision of progress and results</li> <li>• Established precedents, some scope for flexibility/initiative, consequences apparent in days</li> </ul>
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				<ul style="list-style-type: none"> <li>• Understand cross functional impact</li> <li>• Individual contributor who plan and organize their own work</li> <li>• Planning and Co-coordinating activities for short timescales</li> <li>• Information exchange, asking questions, exercising tact</li> <li>• Thinking within well-defined, somewhat diversified, procedures with many precedents covering most situations and/or readily available assistance</li> </ul>
	<p><b>Admin Support</b></p>	<p>Grade 7 to Grade 10</p>	<ul style="list-style-type: none"> <li>• <b>Senior Administrator, Admin Secretary</b></li> <li>• <b>Administrator</b></li> <li>• <b>Admin Assistant</b></li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of standardized work routines and methods, general facts and information and/or the use of simple equipment, machine and materials. Knowledge is usually acquired thru training on the job</li> <li>• Sound understanding of straight forward procedures</li> <li>• Focused performance of a task or tasks which are highly specific as to objective and content with limited awareness or surrounding circumstances and events</li> <li>• Reactive nature of work and Not related to other tasks</li> <li>• Selection from well-defined set of action steps based on previous experience</li> <li>• Subject to instructions and established work routines, under close supervision</li> </ul>

				<ul style="list-style-type: none"> <li>• Some re-arrangement of work routines permitted, consequences apparent in hours</li> <li>• Thinking within detailed standard practices and instructions and/or with immediate available assistance or examples</li> <li>• Stable and repetitive situations</li> </ul>
	<b>Auxiliary Services</b>	Grade 11 to Grade 14	<ul style="list-style-type: none"> <li>• <b>Driver, Porter, Loader, Messenger</b></li> <li>• <b>Office boy, Mail room asst.,</b></li> <li>• <b>labor</b></li> </ul>	<ul style="list-style-type: none"> <li>• Simple work assignments, often repetitive simple tasks</li> <li>• Unskilled job that can be learnt in quick time (2-3 months)</li> <li>• Basic numeracy, literacy and knowledge of simple instruction and routines generally acquired through a short explanation</li> <li>• Operating within direct and detailed instructions with very close and continuous supervision, immediate consequences</li> <li>• Sequence and timing of action steps defined – 'do it this way'</li> <li>• Thinking within very detailed and precisely defined rules and instructions and/or continually present assistance</li> </ul>
<b>Occupational</b>				
	<b>Expert</b>	Special A to Grade 1	<ul style="list-style-type: none"> <li>• <b>Senior Advisor, Senior Consultant</b></li> <li>• <b>Advisor, Consultant</b></li> <li>• <b>Expert</b></li> </ul>	<ul style="list-style-type: none"> <li>• Mastery of concepts, principles with diverse knowledge &amp; experience</li> <li>• The job requires pre-eminent knowledge and command of principles, theories and applications in a scientific field or other learned discipline. The level</li> </ul>

				<p>would normally be associated with on-going ground breaking work</p> <ul style="list-style-type: none"> <li>• Diverse, cumulative knowledge and/or fundamental understanding of concepts, principles and practices. This knowledge is acquired through comprehensive business experience or very deep development in a highly specialized field</li> <li>• Uncharted – Novel and path finding situations requiring the development of new concepts and imaginative solutions for which there are no precedents</li> <li>• Speculative judgment, really stretching the bounds of knowledge</li> <li>• Job impact on Organizational end results – Critical, advisory / diagnostic</li> </ul>
	<p><b>Senior Professional</b></p>	<p>Special B to Grade 2</p>	<ul style="list-style-type: none"> <li>• <b>Advisor, Consultant</b></li> <li>• <b>Expert</b></li> <li>• <b>Specialist</b></li> </ul>	<ul style="list-style-type: none"> <li>• In-depth specialization and broad experience</li> <li>• 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 an professional or academic qualification</li> <li>• Adaptive - Situations constantly requiring adaption or development of new solutions through analytical, interpretative, evaluative, creative and</li> </ul>

				<p>innovative thinking</p> <ul style="list-style-type: none"> <li>• Significant evaluative judgment, no 'right answer', finding the problem before fixing it</li> <li>• Job impact on Organizational end results – Important, Facilitating / Interpretative possibly across departments</li> </ul>
	<b>Professional</b>	Grade 1 to Grade 4	<ul style="list-style-type: none"> <li>• <b>Expert</b></li> <li>• <b>Specialist</b></li> <li>• <b>Qualified professionals like Doctor, Engineer</b></li> </ul>	<ul style="list-style-type: none"> <li>• Conceptual understanding of governing principles</li> <li>• 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</li> <li>• Variable – Differing situations requiring the identification of issues, the application of judgment and the selection of solutions within the area of expertise and acquired knowledge</li> <li>• Alternative solutions but a 'right answer' exists, may need analysis to identify, use judgment for right answer</li> <li>• Job impact on Organizational end results – Limited, Informational / recording within a department</li> </ul>



	<p><b>Technical Support</b></p>	<p>Grade 4 to Grade 7</p>	<ul style="list-style-type: none"> <li>• <b>Qualified assistants for a specific technical field, working under guidance and helping professionals</b></li> </ul>	<ul style="list-style-type: none"> <li>• Specific functional or occupational knowledge</li> <li>• Practical understanding of methods, systems and processes</li> <li>• Broad or specialized knowledge of methods, techniques and processes with some knowledge of basic theoretical background. This knowledge is typically acquired thru advanced specialized training and broad practical work experience</li> <li>• 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</li> <li>• Patterned – Similar situations requiring solutions by the discriminating choice between known alternatives</li> <li>• Choose from a number of procedures in response to different work situations</li> <li>• Thinking within multiple, substantially different procedures, standards and precedents and/or access to assistance</li> <li>• Multiple choice based on experience, result can be readily checked for correctness, choose from available answers</li> <li>• Job impact on Organizational end results – Minimal, Incidental support</li> </ul>
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