



United Arab Emirates

المَيْهَةُ الْإِتْحَادِيَّةُ  
لِلْمَوَارِدِ الْبَشَرِيَّةِ الْجَوْمِيَّةِ

Federal Authority For Government Human Resources

# HR Policies & Procedures Manual

1.1: Procedure & Implementation Mechanism

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# HR Policies & Procedures Manual

## 1.1: Procedure & Implementation Mechanism

The following are the most important steps to manage the process of identifying staffing needs:

#	Procedural Step	Organizational Unit	Responsibility
<b>1</b>	Circulate the job needs' form to directors of departments and sectors	HR Department	HR Department's employee
<b>2</b>	Receive the completed forms from concerned departments for review and sign- off	HR Department	HR Department's employee
<b>3</b>	Compile job needs' forms and discuss with concerned departments	HR Department	HR Department's employee
<b>4</b>	Compare vacancies against approved budgets, and strategic and operational plans of each sector / department (referring to BAYANATI System inputs)	HR Department	HR Department's employee
<b>5</b>	Align required vacancies with the approved organizational structure (referring to BAYANATI System inputs)	HR Department	HR Department's employee
<b>6</b>	Review job description for existing jobs with respective departments for approval (according to guidelines for job evaluation and description)	HR Department + concerned department	HR Department's employee / line manager / department director
<b>7</b>	Develop and sign-off on job descriptions for newly created jobs with respective departments (according to guidelines for job evaluation and description)	HR Department	HR Department's employee / line manager / department director
<b>8</b>	Refer signed off job description to Finance Department for approval by competent authorities (Ministry of Finance) (according to guidelines for job evaluation and description)	HR Department	HR Department's employee
<b>9</b>	Prepare a final list of vacancies for approval	HR Department	HR Department's employee
<b>10</b>	Develop recruitment plan according to approved vacancy list	HR Department	HR Department's employee

\* Job needs that are not included in the approved employment plan should be addressed in coordination with the HR Department for approval by competent channel

**1.2:** The following are the most important steps to manage the process of Attract / Maintain, Select and Employment:

#	Procedural Step	Organizational Unit	Responsibility
<b>1</b>	Advertise vacancies through available channels and according to conditions	HR Department	Employee in charge at HR Department
<b>2</b>	Receive and examine candidates' CVs and Prepare an initial list of candidates to be sent to concerned department, and interviewing, selection, and recruitment committee to select the finally shortlisted candidates	HR Department	Employee in charge at HR Department
<b>3</b>	Schedule interviews in coordination with the concerned department and inform the candidates of the date and place of interview	HR Department	Employee in charge at HR Department
<b>4</b>	Conduct interviews and select the most suitable candidates to fill vacancies	Interviewing & selection Committee	Committee Members
<b>5</b>	Conduct technical and behavioral assessment tests either within the ministry or the federal entity or a specialized center (optional) according to the needs of the function (for supervisory roles)	HR Department	Employee in charge at HR Department
<b>6</b>	Prepare an initial list of job candidates	HR Department	Employee in charge at HR Department
<b>7</b>	Send job offer to elected candidates and in case they accept the offer, ask them to bring official documents	HR Department	Employee in charge at HR Department / line manager / department director
<b>8</b>	Enter candidates' data into 'Itimad' Approval Service	HR Department	Employee in charge at HR Department
<b>9</b>	Upon approval through 'Itimad' Service, the HR Department takes necessary actions for the issuance of appointment decision by the	HR Department	Employee in charge at HR Department

	competent authority through BAYANATI System		
10	Following the appointment decision, the candidate is notified to fix a date for commencing employment and signing the contract	HR Department	Employee in charge at HR Department / candidate
11	Address Relevant Support Departments, E.G. Administrative Services, IT, and employee's department, to provide new employee's office with necessary furniture and equipment such as telephone, computer, e-mail, etc	HR Department	Employee in charge at HR Department
12	When the new employee commences employment, ask him / her to sign a "work commencement form" to be sent to HR Department	HR Department / concerned department	Employee in charge at HR Department
13	Complete financial procedure relating to employee's salary through BAYANATI System and sent the same to Authority for Pensions and Social Security "for Nationals" through Finance Department, Payroll Unit	HR Department / Finance Department	Finance Department at HR Department / Finance Department at Finance Department
14	Develop an induction program for new employees in accordance with the induction program guidelines	HR Department / concerned department	Employee in charge at HR Department / Line Manager
15	Send evaluation form of new employee during probation period to the line manager and follow up for necessary action according to evaluation results	HR Department / concerned department	Employee in charge at HR Department / Line Manager
16	Keep supporting documents in employee's file	HR Department	Employee in charge at HR Department

\* Many of the above steps will be activated by the electronic recruitment, selection and employment unit through BAYANATI System in the coming period.

**Note:** In the case the candidate is a UAE national male within the age specified in the National & Reserve Service, he should present the national

service card or a certificate showing his position, in accordance with the procedures adopted by the National & Reserve Service Authority.

### **1.3 Procedure & Implementation Mechanism**

The following are the most important steps to manage the process of managing **Masar Program**:

#	Procedural Step	Organizational Unit	Responsibility
1	Set the Program budget by Finance Department	Finance Department	Budgeting Section
2	Coordinate with sectors and departments to identify their needs	HR Department	Employee in charge at HR Department
3	Approve the required number according to budget and needs of sectors and departments	HR Department	Employee in charge at HR Department
4	Coordinate with universities, colleges, and high schools to recruit trainees according to needs and based on their qualifications	HR Department	Committee Members
5	Prepare a list of program candidates	HR Department	Employee in charge at HR Department
6	interview program candidates	HR Department	Employee in charge at HR Department
7	Send apology letters to candidates (or educational institutions) who did not pass personal interviews	HR Department	Employee in charge at HR Department / line manager / department director
8	Sign contacts with accepted candidates and notify Finance Department of their number	HR Department	Employee in charge at HR Department
9	Conduct periodic follow -up with trainees in their respective institutions	HR Department	Employee in charge at HR Department
10	Employ trainees in various ministries and federal entities upon completion of program according to their specializations and qualifications	HR Department	Employee in charge at HR Department / candidate
11	Address Relevant Support Departments, e.g. Administrative Services, IT, and employee's department, to provide new employee's	HR Department	Department Director

	office with necessary furniture and equipment such as telephone, computer, e-mail, etc		
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## 1.1 Procedure & Implementation Mechanism

The following are the most important steps to manage the process of managing **Internal Transfer**:

#	Procedural Step	Organizational Unit	Responsibility
1	Fill out internal transfer form, indicating reasons for the transfer, duly approved by line manager within his prescribed functions and according to the laws and regulations in force	Concerned Department	Concerned Employee
2	Submit application to HR Department for review and sign-off	HR Department	Employee in charge at HR Department
3	Study the application and make recommendations (for approval or otherwise), according to transfer conditions and compliance with the laws and regulations in force	HR Department	Employee in charge at HR Department
4	Refer application to receiving department for approval	HR Department	Committee Members
5	In case transfer is rejected, the receiving department will return the application, along with reasons for rejection	HR Department	Employee in charge at HR Department
6	If the transfer is accepted, the application will then be entered into 'Itimad' Approval Service	HR Department	Employee in charge at HR Department
7	In case the transfer is rejected through 'Itimad' Approval Service, the case will be closed	HR Department	Employee in charge at HR Department / line manager / department director
8	If the application is accepted through 'Itimad' Approval Service, the date of transfer will be determined in coordination with the	HR Department	Employee in charge at HR Department

	concerned department, the employee notified through the line manager, and a ministerial decision of transfer issued via BAYANATI System		
9	Conduct periodic follow -up with trainees in their respective institutions	HR Department	Employee in charge at HR Department
10	Enter transfer procedure into BAYANATI System and keep supporting documents in employee's file	HR Department	Employee in charge at HR Department / candidate

## 1.2 Procedure & Implementation Mechanism

The following are the most important steps to manage the process of managing **External Transfer**:

#	Procedural Step	Organizational Unit	Responsibility
1	Receive the "external transfer application" duly approved by the Minister or his authorized representative from the applicant (the entity requesting the transfer), along with reasons for the request	Concerned External Entity	The Minister or whoever he authorizes
2	Refer external transfer application to the department concerned through the HR Department for reviewing and providing opinion	HR Department	Employee in charge at HR Department
3	Examine application and make recommendations (for approval or otherwise), according to transfer conditions and compliance with the laws and regulations in force	HR Department	Employee in charge at HR Department / Concerned Employee in the Department
4	In case transfer is rejected by the concerned department, the HR Department will then notify the entity requesting transfer through the Minister or his authorized representative	HR Department	Committee Members
5	If the transfer is accepted, the application will then be entered into 'Itimad' Approval Service and a new post is created along with details of the employee to the entity he is transferred	HR Department	Employee in charge at HR Department

	to		
<b>6</b>	In case the transfer is rejected through 'Itimad' Approval Service, the case will be closed	HR Department	Employee in charge at HR Department
<b>7</b>	Where the transfer is accepted through 'Itimad' Approval Service, the applicant entity will be notified and the employee will be transferred by a decision of the competent authority in his / her current entity	HR Department	Employee in charge at HR Department / line manager / department director
<b>8</b>	Based on transfer decision, a decision will be taken to appoint the employee in the entity to which he /she is transferred, with necessary financial arrangements with Finance Department (payroll section, taking into account the necessary financial procedures in the event of the employee transfer with grade and financial entitlements), along with procedure regarding continuation of service.	HR Department	Employee in charge at HR Department
<b>9</b>	Refer the employee's file to receiving entity	HR Department	Employee in charge at HR Department
<b>10</b>	Send a copy of employee external transfer decision, financial procedure and supporting documents to General Authority for Pensions and Social Security	HR Department	Employee in charge at HR Department /
<b>11</b>	Enter transfer procedure into BAYANATI System and keep supporting documents in employee's file	HR Department	Employee in charge at HR Department /

### **1.3 Procedure & Implementation Mechanism**

The following are the most important steps to manage the process of managing **Secondment**:

#	Procedural Step	Organizational Unit	Responsibility
1	Director of HR Department nominates a number of those who meet the conditions of secondment to fill vacant senior management level positions	HR Department	Director of HR Department
2	Examine profiles of candidates and select the fittest	Senior Management	Senior Management
3	Enter the procedure into 'Itimad' Approval Service	HR Department	Employee in charge at HR
4	If approved through 'Itimad' Service a ministerial decision of secondment is issued	HR Department	Committee Members
5	Enter secondment procedure into BAYANATI System and send a copy of secondment decision, along with supporting documentation to Finance Department / Payroll Unit, notify the employee in writing of the decision and keep the supporting documents in the employee's file	HR Department	Employee in charge at HR Department

## 1.4 Procedure & Implementation Mechanism

The following are the most important steps to manage the process of managing Delegation:

#	Procedural Step	Organizational Unit	Responsibility
1	Submit application of an employee's delegation to HR Department, explaining the need for such delegation	Concerned Department	Director of Concerned Department
2	Examine application, compliance with the laws and regulations, and nominate the suitable employee, specifying the expected time for the end of delegation and arranging for a replacement if required.	HR Department	Employee in charge at HR Department
3	Notify the employee's line manager of the delegation application	HR Department	Employee in charge at HR Department /
4	In case delegation is rejected, application is returned along with reasons for rejection	HR Department	Employee in charge at HR Department
5	In case of approval, the application is entered into 'Itimad' Service	HR Department	Employee in charge at HR Department
6	In case the application is rejected through 'Itimad' Approval Service, the case will be closed	HR Department	Employee in charge at HR Department
7	If the delegation application is accepted through 'Itimad' Approval Service, coordination will take place to issue a ministerial decision of delegation according to the laws and regulations in force	HR Department	Employee in charge at HR Department
8	Notify the employee on delegation in writing through the line manager and the applicant entity of the delegation decision.,	HR Department	Employee in charge at HR Department
9	Refer a copy of delegation decision, along with supporting documentation to Finance Department / Payroll Unit	HR Department	Employee in charge at HR Department
10	Enter delegation procedure into BAYANATI System and keep supporting documents in	HR	Employee in charge

	employee's file	Department	at HR Department /
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## **1.5 Procedure & Implementation Mechanism**

The following are the most important steps to manage the process of managing Deputation:

#	Procedural Step	Organizational Unit	Responsibility
<b>1</b>	Submit application of an employee's deputation to HR Department, explaining the need for such delegation	Concerned Department	Director of Concerned Department
<b>2</b>	Examine application and the need for such deputation, and then prepare official correspondence.	HR Department	Director of HR Department
<b>3</b>	In case the deputation application is accepted, the competent minister officially addresses the employee's entity	Senior Management	Director of HR Department /
<b>4</b>	Receive the response of employee's entity. If the application is accepted, necessary actions will then be taken to complete deputation by issuing a decision of the Minister, taking into account that the employee receives his salary from his entity, otherwise coordination will be required with the Ministry of Finance in case the deputation is from local, Arab or foreign government or international organizations	HR Department	Director of HR Department
<b>5</b>	Coordinate with concerned department to organize employee induction program as appropriate	HR Department	Employee in charge at HR Department

## 1.1 Procedure & Implementation Mechanism

The following are the most important steps to processing a **New Employee's Salary** (through BAYANATI System)

#	Procedural Step	Organizational Unit	Responsibility
1	An employee's salary is determined as per the applicable decisions and regulations in this respect	HR Department	Employee in charge at HR Department
2	Sign contract between the employee, the ministry or federal entity.	HR Department	Employee in charge at HR Department
3	Prepare financial procedure through payroll management system (BAYANATI), including all salary details plus the first day of commencing work, and refer the same to finance department at the ministry or federal entity.	HR Department	Employee in charge at HR Department
4	Type financial procedure, enclose supporting documents and send to General Authority for Pensions and Social Security	Finance Department	Payroll Employee
5	Finally sign-off financial procedure and keep documents in employee's file	HR Department	Employee in charge at HR Department

## **1.2 Procedure & Implementation Mechanism**

The following are the most important steps to manage **current Employees' Salaries**

#	Procedural Step	Organizational Unit	Responsibility
<b>1</b>	Receive all salary adjustment applications (deductions / increases / suspension)	HR Department	Employee in charge at HR Department
<b>2</b>	Ensure correctness of data and compliance with decisions and supporting documentation	HR Department	Employee in charge at HR Department
<b>3</b>	Register financial procedure in BAYANATI System	HR Department	Employee in charge at HR Department
<b>4</b>	Financial procedure signed off by HR Department officials in BAYANATI System	HR Department	Employee in charge at HR Department
<b>5</b>	Refer to concerned authority at Finance Department for audit and approval through BAYANATI System	HR Department	Employee in charge at HR Department
<b>6</b>	Upon final approval, send a copy to Finance Department and keep documents in employee's file	HR Department	Employee in charge at HR Department

### **1.3 Procedure & Implementation Mechanism**

The following are the most important steps to manage **Allowances & Bonus**

#	Procedural Step	Organizational Unit	Responsibility
1	Apply for allowance / bonus along with supporting documents according to HR Law as amended, and Executive List thereof	Concerned Department	Concerned Employee
2	Ensure compliance of supporting documents with HR Law as amended, and Executive List thereof	HR Department	Employee in charge at HR Department
3	Prepare procedure relating to allowance / bonus and send to Finance Department through BAYANATI System	HR Department	Employee in charge at HR Department
4	Add the increase to salary as appropriate through BAYANATI System	Finance Department	Employee in charge
5	Register financial procedure in BAYANATI System and keep documents in employee's file	HR Department	Employee in charge at HR Department

## 1.4 Procedure & Implementation Mechanism

The following are the most important steps to manage Promotions

#	Procedural Step	Organizational Unit	Responsibility
1	Based on performance review results, a memo is made to senior management to obtain approval for promotion of eligible employees by job grades and according to relevant regulations, along with a copy of job description for the new position.	HR Department	Employee in charge at HR Department
2	Upon initial approval of senior management, finalize promotion procedure through 'Itimad' Approval Service	HR Department	Employee in charge at HR Department
3	In case application is rejected through 'Itimad' Approval Service, the case will be closed	HR Department	Employee in charge at HR Department
4	Upon approval through 'Itimad' Service, promotion decision is issued by Appointing Authority	HR Department	Appointing Authority
5	Notify concerned employee of promotion decision through his line manager	HR Department	Employee in charge at HR Department
6	Enter promotion data into BAYANATI System	HR Department	Employee in charge at HR Department
7	Prepare financial procedure for employee promotion through BAYANATI System	Finance Dept + HR Department	Payroll Employee + Employee in charge at HR Department
8	Refer financial procedure with supporting documents to Finance Dept / Payroll Unit	HR Department	Employee in charge at HR Department

## 1.1 Procedure & Implementation Mechanism

The following are the most important steps to manage **Leaves**

#	Procedural Step	Organizational Unit	Responsibility
1	Apply for leave, specify leave type and propose a replacement to line manager (hard copy / BAYANATI)	Concerned Department	Concerned Employee
2	Sign off application, and nominate the replacement employee	Concerned Department	Line Manager
3	scrutinize application through BAYANATI System to make sure it complies with requirements	HR Department	Employee in charge at HR Department
4	Return the application back to applicant if it does not meet requirements (hard copy / BAYANATI)	HR Department	Employee in charge at HR Department
5	Sign-off on application if it complies with requirements	HR Department	Employee in charge at HR Department
6	Coordinate with relevant authorities to prepare for the issuance of a ministerial decision as appropriate	HR Department	Employee in charge at HR Department
7	Enter leave details into BAYANATI System and Keep supporting documents in employee's file	HR Department	Employee in charge at HR Department
8	Upon return to work, the employee shall submit a notice of return from leave to avoid salary suspension (hard copy / BAYANATI)	Concerned Department	Concerned Employee
9	Finalize procedure and sign-offs through BAYANATI System for leaves with financial implications ( deductions, etc)	HR Department	Employee in charge at HR Department
10	Refer the original copy of financial procedure to Finance Department and keep a copy in employee's file	HR Department	Employee in charge at HR Department

**N.B:** The employee will be entitled to his salary during a leave only after approval of leave application by the concerned department and not only once the request is submitted

## 1.2 Procedure & Implementation Mechanism

The following are the most important steps to manage **Sick Leaves**

#	Procedural Step	Organizational Unit	Responsibility
1	Notify line manager of absence from work on medical grounds through BAYANATI System	Concerned Department	Concerned Employee
2	Line manager notifies HR Department of employee's absence from work on medical grounds through BAYANATI System	Concerned Department	Line Manager
3	Submit sick leave application duly approved by line manager along with a medical report issued by an authorized government medical facility for a period not exceeding 5 days (hard copy / BAYANATI)	HR Department	Employee in charge at HR Department
4	Refer sick leave to medical committee in case the period exceeds 5 days or more than the maximum limit of 15 days per	HR Department	Employee in charge at HR Department
5	Sick leave approved and received from medical committee	HR Department + Medical Committee	Employee in charge at HR Department + Medical Committee
6	Sick leave period will be deducted from annual leave balance in case it exceeds limits or from employee's salary in case the leave is rejected through BAYANATI System	HR Department + Finance Department / Payroll Unit)	Employee in charge at both Departments
7	Sick leave is reviewed and signed off by the employee in charge at HR Department through BAYANATI System	HR Department	Employee in charge at HR Department

<b>8</b>	Enter sick leave details into BAYANATI System and keep supporting documents in employee's file	HR Department	Employee in charge at HR Department
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### **1.3 Procedure & Implementation Mechanism**

The following are the most important steps to manage **Patient Accompany Leave (within and outside UAE)**

#	Procedural Step	Organizational Unit	Responsibility
1	Notify line manager of application to Patient Accompany Leave, attaching a certificate, letter or official document issued by an authorized government medical facility according to the provisions of HR Law and Executive List thereof	Concerned Department	Concerned Employee
2	Refer application to HR Department	Concerned Department	Line Manager
3	Check the application to ensure that the official documents are correct and comply with the HR Law and The Executive Regulation thereof	HR Department	Employee in charge at HR Department
4	Refer leave to senior management for the issuance of the ministerial decision	HR Department	Employee in charge at HR Department
5	Notify employee officially of the ministerial decision through line manager	HR Department	Employee in charge at HR Department
6	Enter leave details into BAYANATI System and keep supporting documents in employee's file	HR Department	Employee in charge at HR Department

## 1.1 Procedure & Implementation Mechanism

The following are the most important steps to manage **Resignations**

#	Procedural Step	Organizational Unit	Responsibility
1	Submit application to line manager, explaining reasons for resigning	Concerned Department	Concerned Employee
2	Discuss application with concerned employee and refer application to HR Department, along with recommendations	Concerned Department	Head of Department / Line Manager
3	Check the application to ensure required sign-offs	HR Department	Employee in charge at HR Department
4	Interview applicant to investigate reasons for resigning	HR Department	Employee in charge at HR Department
5	Notify employee officially in case of acceptance	HR Department	Employee in charge at HR Department
6	Coordinate to issue ministerial decision to terminate employee by senior management and notify competent authorities of the decision	HR Department	Employee in charge at HR Department
7	Stop employee's salary from the date of service termination in BAYANATI System	HR Department	Employee in charge at HR Department
8	Finalize procedure to release employee from organizational units within the ministry or federal entity, or official external entities	Competent Authorities	Concerned Employee
9	Audit employee's final file after release	HR Department	Employee in charge at HR Department
10	Check employee's leave balance and arrange for cash award in lieu of entitled leave days through BAYANATI System, if any	HR Department	Employee in charge at HR Department
11	Enter end of service details into BAYANATI System and keep supporting documents in	HR Department	Employee in charge at HR Department

	employee's file		
<b>12</b>	Prepare end of service financial procedure and leave balance duly signed off by Director of HR Department, through BAYANATI System	HR Department	Employee in charge at HR Department
<b>13</b>	Prepare employee's insured service termination form, along with a copy of his file and termination documents to be sent to Finance Department / Payroll Unit, through BAYANATI System	HR Department	Employee in charge at HR Department
<b>14</b>	Check employee's insured service termination form, employee's file and service termination documents	Finance Department	Employee in charge Finance Department
<b>15</b>	Send original copy of financial procedure and insured service termination form to General Authority for Pensions and Social Security (national employees only)	HR Department	Employee in charge at HR Department
<b>16</b>	Non- nationals are paid end of service gratuity through BAYANATI System	Finance Department	Employee in charge at HR Department

## 1.2 Procedure & Implementation Mechanism

The following are the most important steps to manage **Termination of Service**

#	Procedural Step	Organizational Unit	Responsibility
1	Address HR Department to terminate the employee's service for any of the reasons mentioned in HR Law and Executive List	Concerned Department	Department Director
2	Review the case and obtain necessary sign-off as per terms and conditions	HR Department	Head of Department / Line Manager
3	Refer case to Administrative Violations Committee as appropriate	HR Department	Employee in charge at HR Department
4	Coordinate to issue ministerial decision to terminate employee by senior management and notify competent authorities of the decision	HR Department	Employee in charge at HR Department
5	Make arrangements to stop employee's salary from the date of service termination in BAYANATI System	HR Department	Employee in charge at HR Department
6	Finalize procedure to release employee from organizational units within the ministry or federal entity, or official external entities	Competent Authorities	Employee in charge at HR Department
7	Check employee's leave balance and arrange for cash award in lieu of entitled leave days through BAYANATI System, if any	HR Department	Employee in charge at HR Department
8	Audit employee's final file after release	HR Department	Concerned Employee
9	Enter end of service details into BAYANATI System and keep supporting documents in employee's file	HR Department	Employee in charge at HR Department
10	Prepare end of service financial procedure and leave balance duly signed off by Director	HR	Employee in charge

	of HR Department, through BAYANATI System	Department	at HR Department
<b>11</b>	Prepare employee's insured service termination form, along with a copy of his file and termination documents to be sent to Finance Department / Payroll Unit, through BAYANATI System	HR Department	Employee in charge at HR Department
<b>12</b>	Check employee's insured service termination form, employee's file and service termination documents	Finance Department	Employee in charge at HR Department
<b>13</b>	Send original copy of financial procedure and insured service termination form to General Authority for Pensions and Social Security (national employees only)	HR Department	Employee in charge at HR Department
<b>14</b>	Non- nationals are paid end of service, and arrangements made to cancel residence permit and receive labor card	Finance Department	Employee in charge Finance Department

## 1.3 Procedure & Implementation Mechanism

The following are the most important steps to manage **Retirement**

(Necessary procedure taken regarding employees over 60 years of age, including medical fitness tests and calculating retirement age)

#	Procedural Step	Organizational Unit	Responsibility
1	Prepare ministerial decision to terminate employee who attains retirement age	Concerned Department	Employee in charge at HR Department
2	Stop employee's salary in BAYANATI System	Concerned Department	Employee in charge at HR Department
3	Finalize procedure to release employee from organizational units within the ministry or federal entity, or official external entities	HR Department	Concerned Employee
4	Audit employee's final file after release	HR Department	Employee in charge at HR Department
5	Check employee's leave balance and arrange for cash award in lieu of entitled leave days through BAYANATI System, if any	HR Department	Employee in charge at HR Department
6	Enter retirement details into BAYANATI System and keep supporting documents in employee's file	HR Department	Employee in charge at HR Department
7	Prepare financial procedure for terminating employee for attaining normal retirement age and for leave balance duly signed off by Director of HR Department, through BAYANATI System	HR Department	Employee in charge at HR Department
8	Prepare employee's insured service termination form, along with a copy of his file and retirement documents to be sent to Finance Department / Payroll Unit, through BAYANATI System	Competent Authorities	Employee in charge at HR Department
9	Check employee's insured service termination form, employee's file and retirement documents	HR Department	Employee in charge at HR Department

10	Send original copy of financial procedure and insured service termination form to General Authority for Pensions and Social Security (national employees only)	HR Department	Employee in charge at HR Department
11	Non- nationals are paid end of service gratuity through BAYANATI System	HR Department	Concerned Employee

### 1.3 Procedure & Implementation Mechanism

The following are the most important steps to manage **Extension of Service Period**

#	Procedural Step	Organizational Unit	Responsibility
1	Prepare a list of employees who have attained retirement age	HR Department	Employee in charge at HR Department
2	Address relevant regarding employees who have reached retirement age to consider employment extension or otherwise	HR Department	Director of HR Department
3	Examine list of potential retirees and make recommendations for extension or termination	Concerned Department / Senior Management	Director of HR Department
4	In case of recommendation to termination service, notify employee of date of termination	HR Department	Employee in charge at HR Department
5	Coordinate to issue the competent authority's decision to terminate employee by senior management and notify concerned authorities of the decision	HR Department	Employee in charge at HR Department
6	After initial approval from senior management, complete the procedures through "Itimad", taking into account the following:  A. In case an (insured) national employee reaches retirement age (60 years), and fulfills all other conditions for pension entitlement, and the employer wishes to	HR Department	Employee in charge at HR Department

	<p>extend his period of service, a ministerial decision is to be issued by the Minister or his authorized representative to approve the extension in accordance with the laws and regulations in force</p> <p>B. In case an (insured) national employee reaches retirement age and not fulfills all other conditions stipulated in Pension and Social Security Law in terms of service period for retirement, he must remain in employment until he satisfies all requirements set out in the pensions and retirement laws</p>		
<b>7</b>	Upon approval through “Itimad” Service, a decision of the Ministry or authorized representative is issued for extension of service	HR Department	Director of HR Department
<b>8</b>	Notify the concerned department and employee of approved extension decision.	HR Department	Employee in charge at HR Department
<b>9</b>	keep copy of decision and documents in employee’s file	HR Department	Employee in charge at HR Department

## 1.1 Procedure & Implementation Mechanism

The following are the most important steps to manage **Administrative Violations & Penalties**

#	Procedural Step	Organizational Unit	Responsibility
1	Complaint or notification received by the line manager about administrative violation committed by an employee	Concerned Department	Line Manager
2	Conduct a preliminary investigation with the complainer (written or verbal) to find out causes of the violation and give the employee an opportunity to defend himself through available evidence, and document the results of the initial investigation	Concerned Department	Line Manager
3	Prepare an application to refer the violating employee to Violations Committee along with all documents and investigation proceedings (or reference to verbal investigation)	Concerned Department	Line Manager
4	Refer application to relevant department with all documents	Concerned Department	Line Manager
5	Refer application to Undersecretary or representative with all documents	Concerned Sector	Assistant Undersecretary
6	Refer application to Violations Committee	Concerned Department	Undersecretary or his representative
7	Set a date for Committee meeting	Violations Committee	Committee Repertoire & Chairman
8	Prepare a summons letter to employee alleged to have committed the violation five days prior to committee meeting, duly signed by Committee Chairman.	Violations Committee	Committee Repertoire
9	Prepare a second summons letter to violating employee if he fails to attend	Violations Committee	Committee Repertoire

	hearing, three days prior to committee meeting, duly signed by Committee Chairman		
10	Send notice to offending employee with a copy to his organizational unit	Violations Committee	Committee Repertoire
11	Study referral application case, hear to offending employee, witnesses experts, etc	Violations Committee	Committee Repertoire
12	If the Committee recommends suspending the offending employee with half salary, subject to a decision of the Ministry or his authorized representative, a conviction or acquittal decision will then be issued	Violations Committee	Chairman, Violations Committee
13	Address State Audit Institution if investigations reveal financial violation	Violations Committee – through Undersecretary or his representative	Competent Minister or Head of federal Entity
14	Refer the offending employee to judicial authorities if the offence constitutes a crime	Violations Committee – through Undersecretary or his representative	Competent Minister or Head of federal Entity
15	Send copy of the Committee decision to employee	Violations Committee	Committee Repertoire
16	Send copy of the Committee decision to employee's department (line manager) and copy to HR Department	Violations Committee	Committee Repertoire
17	Implement Committee decision if it involves financial procedure e.g. deduction, termination of service, etc through BAYANATI System	Violations Committee / HR Department	Employee in charge at HR Department
18	Keep Committee decision, or referral to State Audit Institution or judicial authoritie in the employee's file	HR Department	Employee in charge at HR Department

## 1.2 Procedure & Implementation Mechanism

The following are the most important steps to manage **Grievances**

#	Procedural Step	Organizational Unit	Responsibility
1	The employee submits a written appeal to the Grievance Committee, within a period not exceeding two weeks from the date of notification of the penalty imposed on him by violations committee	Concerned Department	Aggrieved Employee
2	Receive grievance and supporting documents.	Grievance Committee	Committee Repertoire
3	Examine the grievance file as specified in the procedure	Grievance Committee	Grievance Committee
4	Make the decision as per the law and regulations	Grievance Committee	Grievance Committee
5	Where the grievance is rejected, the aggrieved employee, the concerned unit and the HR department shall be notified	Grievance Committee	Committee Repertoire
6	Keep a copy of decision in the employee's file	HR Department	Employee in charge at HR Department
7	Where the grievance is accepted by either cancellation or mitigation of penalty, the aggrieved employee, the concerned unit and the HR department shall be notified	Grievance Committee	Concerned Employee
8	Implement the decision of the Committee	HR Department	Employee in charge at HR Department

## 1.3 Procedure & Implementation Mechanism

The following are the most important steps to manage **Appeals & Objections Committee**

#	Procedural Step	Organizational Unit	Responsibility
1	The employee submits a written appeal to the Objections Committee, including supporting documents and a copy of the Grievance Committee's decision, within a period not exceeding 3 weeks from notification of penalty	Concerned Department	Employee Filing Objection
2	Receive objection and supporting documents, including Grievance Committee's decision.	FAHR	DG's Office (FAHR Chairman)
3	Address the U/S or representative at the employee's entity regarding the contents of the objection within a minimum period of 7 working days	Concerned Department	Committee Repertoire & Chairman
4	Receive response of employee's entity within a minimum period of 7 working days from the date of request	FAHR	Committee Repertoire & Chairman
5	Provide Committee members with a copy of appeal and response. Determine the meeting date	Objection Committee	Committee Repertoire
6	Meeting held to consider the objection according the law and regulations	Objection Committee	Objection Committee
7	Committee takes one of the following decisions:: <ul style="list-style-type: none"><li>▪ Endorse the Grievance Committee's decision or abate penalty</li><li>▪ Overturn decision or keep the case for insufficient evidence</li><li>▪ Remand the decision to employee's unit for reconsideration</li></ul>	Objection Committee	Objection Committee
8	Notify employee in writing of the decision, indicating the reasons, within 10 working	Objection	Committee

	days from its issuance	Committee	Repertoire
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## 1.4 Procedure & Implementation Mechanism

The following are the most important steps to manage **Workplace Violations**

#	Procedural Step	Organizational Unit	Responsibility
1	Specify type of violation committed by employee	Employee's Department	Line Manager
2	Notify HR Department of violation incident.	Employee's Department	Line Manager
3	Impose appropriate penalty on the offending employee based on regulations and upon recommendation of the line manager (through BAYANATI System)	HR Department	Director of HR Department
4	Notify employee of the penalty	HR Department	Employee in charge at HR Department
5	Notify line manager of the penalty imposed on the violating employee	HR Department	Employee in charge at HR Department
6	Implement penalty if it involves financial implications by addressing Finance Department	HR Department	Employee in charge at HR Department
7	Keep copy of penalty documents in employee's file	HR Department	Employee in charge at HR Department

## 1.1 Procedure & Implementation Mechanism

The following are the most important steps to manage Employee Records

#	Procedural Step	Organizational Unit	Responsibility
1	Create a file for new employee upon appointment to maintain all personal documents	HR Department	Employee in charge at HR Department
2	Classify file contents and keep within Employee Records Section.	HR Department	Employee in charge at HR Department
3	Update file with all documents relating to the employee such as decisions, annual performance review, etc	HR Department	Employee in charge at HR Department
4	Periodically update file with data to reflect each employee's current status	HR Department	Employee in charge at HR Department
5	Provide external federal authorities with copy of employee's file in case of delegation, transfer, deputation, etc as appropriate	HR Department	Employee in charge at HR Department

## **1.2 Procedure & Implementation Mechanism**

The following are the most important steps to manage **Updating Employee Records**

#	Procedural Step	Organizational Unit	Responsibility
1	Circulate data updating forms to ministry / entity staff regularly	HR Department	Employee in charge at HR Department
2	Complete data updating forms and hand over to HR Department	Concerned Department	Concerned Employee
3	Review and sign-off updating process and supporting documentation	HR Department	Employee in charge at HR Department
4	Enter signed off updates into BAYANATI System	HR Department	Employee in charge at HR Department

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