

Cabinet Resolution No. (161) of 2025
Regarding the Adoption of the Performance Management System for
Federal Government Employees (Injazati)

The Cabinet:

- Having reviewed the Constitution;
- Federal Law No. (1) of 1972 Regarding the Competencies of Ministries and the Powers of Ministers, as amended;
- Federal Decree by Law No. (49) of 2022 Regarding Human Resources in the Federal Government;
- Cabinet Resolution No. (35) of 2020 Regarding the Performance Management System for Federal Government Employees;
- Cabinet Resolution No. (48) of 2023 Regarding the Executive Regulation of Federal Decree by Law No. (49) of 2022 Regarding Human Resources in the Federal Government;
- and
- Upon the proposal of the Minister of State for Government Development and the Future, Chairwoman of the Federal Authority for Government Human Resources, and the approval of the Cabinet;

Hereby resolves as follows:

Article (1)

Definitions

The definitions set out in Federal Decree by Law No. (49) of 2022 Regarding Human Resources in the Federal Government and Cabinet Resolution No. (48) of 2023 Regarding the Executive Regulation of the aforementioned Federal Decree by Law No. (49) of 2022 shall apply. Otherwise, the following terms and expressions shall have the meanings assigned to each of them, unless the context requires otherwise:

Decree by Law : Federal Decree by Law No. (49) of 2022 Regarding Human Resources in the Federal Government.

Executive Regulations	:	Cabinet Resolution No. (48) of 2023 Promulgating the Executive Regulations of Federal Decree by Law No. (49) of 2022 Regarding Human Resources in the Federal Government.
Key Performance Targets	:	Measurable objectives that are directly linked to the achievement of the strategic and operational plans, which are determined and agreed upon in advance between the direct supervisor and the employee at the beginning of the performance evaluation cycle, and through which the employee's progress toward achieving the required individual objectives or tasks is measured.
Behavioral Competencies	:	A general framework encompassing the competencies subject to evaluation that shall be demonstrated by employees of federal entities.
Documented Performance Follow-up	:	A series of regular and documented meetings between the direct supervisor and the employee to discuss work progress and the level of achievement throughout the year.
Moderation Committee	:	A committee established within each federal entity to review performance evaluation results and ensure the fair application of the system.

Article (2)

Scope of Application

1. This system shall apply to all employees of federal entities who are subject to the provisions of the Decree by Law, with the exception of employees occupying job grades from Grade Eight (8) to Grade Fourteen (14), or their equivalent grades in federal entities that apply special grade scales, provided that the performance of such employees shall be evaluated based on the duties assigned thereto.
2. Federal entities that are not subject to the provisions of the Decree by Law shall prepare their own performance systems in line with the principles set out in this system.

Article (3)

Objectives

The system aims to achieve the following:

1. Align employees' Key Performance Target results with performance expectations for strategic and operational initiatives and objectives at the level of the federal entity.
2. Establish clear foundations ensuring fairness and accuracy in measuring actual contributions to the achievement and completion of objectives, thereby promoting individual and collective achievements and the realization of intended results.
3. Embed a culture of high performance across federal entities by encouraging managers, direct supervisors, and employees to create a work environment characterized by feedback, follow-up, continuous development, empowerment, and innovation.
4. Leverage the performance management system as a strategic tool to enhance overall performance of the federal entity and ensure effective implementation of its initiatives at the government level.
5. Enable federal entities to identify and recognize high-performing employees based on performance evaluation results, thereby enhancing efficiency, productivity, and competitiveness within the government's work environment.

Article (4)

Fundamental Principles of the System

The system shall be based on the following principles:

1. **Strategic alignment and focus on mandates**, whereby the strategic plan of the federal entity constitutes the primary tool for achieving its vision through goals, objectives, and initiatives that are translated into operational plans outlining implementation mechanisms, timelines, responsibilities, required resources, and associated risks. The system ensures the linkage of strategic and operational plans with employees' individual objectives to achieve the intended results for all parties.

2. **Embedding the role of the employee**, through involving employees in planning and setting flexible objectives and ensuring alignment with the entity's strategic objectives, and incorporating mechanisms for evaluating performance across various duties and contributions of the employee within the workplace, thereby reinforcing the employees' sense of the importance of their role and enhancing levels of job satisfaction.
3. **Results orientation**, through encouraging employees to achieve intended objectives through evaluating performance based on the results of key performance targets derived from strategic and operational plans and linking them to tangible impact and outcomes at various levels.
4. **Flexibility of application**, whereby the system adapts its application to changing circumstances and government directions, enabling efficiency and effectiveness, and focusing on priorities in application.
5. **High performance culture and continuous feedback** by reinforcing the concept of shared responsibility between the direct supervisor and the employee in addressing performance development areas through continuous feedback that encourages the timely, regular, and documented exchange of constructive comments across all levels of the entity.
6. **Continuous learning culture**, by encouraging employees to seek growth opportunities and continuously enhance skills and knowledge.
7. **The integrative relationship between entity and employee**, by linking institutional and job performance results with rewards, incentives, and individual training and development plans, whereby the measurement of the entity's performance effectiveness is based on the extent to which institutional and individual objectives are achieved.
8. **Transparency and fairness**, whereby the system has been developed in accordance with clear standards, policies, and procedures that are aligned with federal government legislation and systems, and is characterized by flexibility, transparency, and credibility.

Article (5)

Stages of the System Cycle

The system cycle is based on the concept of flexibility in managing job performance by enabling the direct supervisor and the employee to select, set, and amend key targets throughout the year, while encouraging effective communication through periodic performance follow-up. This contributes to employee skill development, talent retention, and the achievement of the entity's priority objectives.

The system cycle includes the following stages:

Stage	Procedure	Timeframe
First Stage	Performance management planning and objective setting	From January to March
Second Stage	Ongoing performance management review meetings	From February to October
Third Stage	Annual performance evaluation	From November to December
Final Stage	Moderation, grievance, and rewards management	From January to March of the following year

In all cases, the federal entities shall adhere to the distribution of the weights of the components of the performance management system for federal government employees, Key Performance Target criteria, and behavioral competency dimensions in accordance with Annex (1) attached hereto.

1. Performance Management Planning and Objective Setting Stage:

At the beginning of each year, employees, in collaboration with their direct supervisors, shall set clear, measurable, and motivating performance objectives. The federal entity shall ensure the availability of the essential elements of the performance planning stage, including:

- a. Alignment between the federal authority's strategic plan and employees' key performance targets.

- b. Determination of the employee's job category in accordance with the approved job evaluation and classification policy and mechanisms.
- c. Determination of the employee's key performance targets.
- d. Determination of the level of behavioral competencies upon which job-related capabilities shall be evaluated, in accordance with the behavioral competency framework for federal government employees set out in Annex (2).

2. Ongoing Performance Management Review Meetings Stage:

The system emphasizes the importance of documented performance management follow-up through a series of regular and documented meetings between the direct supervisor and the employee to discuss work progress and achievement levels throughout the year, for the purpose of implementing and reviewing objectives, ensuring their achievement, and taking appropriate decisions in relation thereto. Senior management shall determine the number of documented performance management follow-up processes.

Feedback shall be constructive in a manner that contributes to the employee's self-development. It may include comments on specific objectives or overall performance; that may be delivered formally or informally, provided that it is documented.

3. Annual Performance Evaluation Stage:

This stage takes place at the end of the evaluation cycle through a meeting between the direct supervisor and the employee to conduct a final discussion regarding the previously agreed objectives that were documented and followed up. Each party shall complete the final performance management evaluation document, including the identification of achievements, areas for development and improvement, the assessment of alignment with the entity's key objectives, and the clarification of any exceptional achievements, if any.

4. Moderation and Grievances and Rewards Management Stage:

- a. The accurate and impartial moderation process shall ensure the review and balancing of employee performance evaluation results to ensure fairness of evaluation through multiple moderation levels, starting with the first level (Section Head or Department Manager), followed by the second level (Assistant Undersecretary), and the third level (Undersecretary) or their equivalents, and subsequently the Moderation Committee formed by decision of the Minister or Head of the Entity, chaired by the Undersecretary or Director General or their equivalent, with membership of Assistant Undersecretaries or their equivalents and the Director of Human Resources Department, to review performance evaluation results and ensure fair application of the system.

All Moderation Committees within federal entities shall distribute the overall performance evaluation results of employees in each entity in a manner that does not exceed the percentage ceilings specified for each level, in accordance with Annex (3) attached to this Resolution.

- b. Any employee may submit a grievance against the performance management result obtained to the grievance committee formed within the entity within five (5) working days from the date of notification of the final evaluation result.
- c. An employee who obtains a performance management evaluation result of Level (1) may object to the grievance committee's decision by submitting an objection request to the Federal Government Objections Committee within ten (10) working days from the date of notification of the grievance committee's decision.
- d. During this stage, employees with high and exceptional performance shall be identified, and incentives and rewards shall be granted thereto in accordance with the mechanisms stipulated in the federal government Rewards and Incentives System.

Learning and Development Process:

The employee's development needs shall be determined at the end of the performance management cycle based on the results of the previous cycle's performance management evaluation, in a manner that ensures the improvement and development of the employee's

individual performance management. Due consideration shall be given to the development needs that will enable the employee to achieve the key results associated with each target for the subsequent cycle, in accordance with the Training and Development System approved by federal government.

Article (6)

Roles and Responsibilities

The roles and responsibilities for the implementation of the provisions of this System shall be as follows:

Responsibilities	Roles
Federal Authority for Government Human Resources	<ol style="list-style-type: none"> 1. Issue the instructions necessary for the application of the provisions of this System and the related guiding manuals. 2. Develop the mechanisms, policies, and procedures for applying the System in accordance with best practices to achieve its intended objectives. 3. Provide the System’s digital platform. 4. Provide advisory support to federal entities regarding the System. 5. Monitor the compliance of federal entities with the provisions stipulated in the System.

<p>Senior Management in Federal Authorities (Head of authority, Undersecretary, or their equivalents)</p>	<ol style="list-style-type: none"> 1. Ensure the alignment of employees' Key Performance Targets and Behavioral Competencies with the strategic and operational plans of the federal entity in line with government objectives and priorities. 2. Encourage effective employee participation in government projects. 3. Provide the resources required for the implementation of the System within the concerned federal entity. 4. Exercise overall supervision over the effective application of the System within the federal entity. 5. Ensure the effective application of moderation processes across all organizational units within the federal entity. 6. Allocate and manage financial resources for the development of employees' skills in a manner that supports the achievement of outstanding results for objectives. 7. Approve the final performance management evaluation results of the entity's employees.
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<p>Human Resources Departments in Federal Entities</p>	<ol style="list-style-type: none"> 1. Manage and provide support and assistance during the System application period. 2. Conduct workshops and training programs for direct supervisors and employees to raise awareness of the System. 3. Coordinate with the Authority to clarify any obstacles or challenges that may hinder the proper application of the System, or any other emergent issues. 4. Verify the accuracy of the employee’s job category classification in the Human Resources Information System, in accordance with the approved job evaluation and job description system and mechanisms. 5. Assist direct supervisors and employees in developing plans aimed at enhancing the skills required to achieve high performance management levels. 6. Supervise moderation processes across all sectors and organizational units within the federal entity, and ensure documentation of their outcomes. 7. Provide the Rewards and Incentives Committee at the entity with the numbers of employees eligible for rewards and promotions, following the approval of the final evaluation results. 8. Manage poor employee performance in accordance with the procedures set out in Annex (4) attached to this Resolution. 9. Ensure compliance of all organizational units within the federal entity with the specified timelines of the employee performance cycle.
<p>Rewards and Incentives Committee</p>	<ol style="list-style-type: none"> 1. Align the approved rewards, incentives, and promotions budget of the entity with the number of eligible employees who meet the controls and provisions of the approved rewards, incentives, and promotions system.

Direct Supervisor	<ol style="list-style-type: none"> 1. Supervise the preparation of the annual performance management document for subordinates appropriately, and approve it within the specified timeframe, ensuring that subordinates assume responsibility for its implementation. 2. Discuss and agree with subordinates on Key Performance Targets in line with strategic and operational plans, Behavioral Competencies, and individual development plans. 3. Fully and proactively prepare for periodic reviews, provide subordinates and work teams with continuous feedback on their performance, measure and document employee's individual contributions in accordance with regulatory rules within the digital federal government performance management system. 4. Objectively evaluate subordinate performance management and duly assess achieved objectives.
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Employee	<ol style="list-style-type: none"> 1. Prepare the annual performance management document, including Key Performance Targets, their respective weights, and agree thereon with the direct supervisor. 2. Commit to requesting feedback and observations from the direct supervisor, and engage in dialogue and agreement on work plans and their implementation mechanisms. 3. Take initiative in developing the required Behavioral Competencies in accordance with the Federal Government training and development system. 4. Implement the agreed performance management plans under the annual performance management document accurately and diligently, to enhance Behavioral Competencies and achieve Key Performance Targets. 5. Participate in the implementation of feedback processes and annual performance management evaluation by updating achievement levels, accomplishing the Key Performance Targets, and providing supporting evidence.
Moderation Committee	<ol style="list-style-type: none"> 1. Verify compliance with the mandatory quotas stipulated in this System. 2. Distribute the overall performance evaluation results of the entity's employees without exceeding the percentage ceilings specified in Annex (4) attached to this System.

Article (7)

General Provisions

1. In the absence of the direct supervisor, the person acting on their behalf, in the capacity of the direct supervisor, shall assume the duties related thereto in accordance with the provisions of this Resolution.
2. The review, updating, and evaluation of an employee's Key Performance Objectives and Targets shall be carried out in the event of a change in their grade or job duties, whether

- through transfer, secondment, or assignment, after the commencement of the evaluation cycle, in accordance with the procedures related to this policy, subject to the following:
- a. If the change occurs within the first three months from the start of the evaluation year, the evaluation shall be based solely on the new position.
 - b. If the change occurs after the first three months from the start of the evaluation year, the employee's performance shall be evaluated based on both the previous and current roles, whereby both the former and current direct supervisors shall participate in the employee's annual evaluation process.
3. When evaluating the performance of employees enlisted in national service, those granted extended study leave, or those granted sabbatical leave for freelance work, the employing entity may be guided by the evaluation results issued by the National and Reserve Service Authority in respect of the concerned employee, or by the academic results of the employee on study leave, or by the project deliverables, or may independently conduct the evaluation for this category. In all cases, the employee's performance evaluation result shall not exceed Level (3) – Meets Expectations – or its equivalent.
 4. Subject to Clause (3) of this Article, performance results shall be calculated only for employees who are actively in service, provided that their total period of service during the evaluation year exceeds six (6) months, whether consecutive or non-consecutive. Employees whose period of active service is less than six (6) months for an acceptable excuse shall not be subject to performance evaluation and shall not be entitled to a periodic increment or any other entitlements or benefits related to this System.
 5. For a new employee during the probation period, a performance document shall be established in accordance with the System, and the employee's performance shall be evaluated at the end of the probation period. If the employee's job competency is established, they shall be confirmed in service and their Key Performance Targets shall be updated for the remaining period of the year.
 6. A federal entity may not modify the performance evaluation results of its employees for previous years, or after the approval of results following the moderation process, with retroactive effect, except after referring the matter to the Federal Authority for

Government Human Resources for consideration of the requests and provision of observations, as applicable.

7. The Authority may amend the forms related to job performance evaluation or introduce new forms or mechanisms, as required.
8. The Authority may take into account national initiatives launched at the level of the State or the Federal Government within the objectives and controls of this System, and may issue guides clarifying the percentages, weights, and calculation mechanisms of any aspects related to such initiatives, so that they are incorporated in the performance evaluation of employees who have made positive contributions to such initiatives.
9. Employees whose performance evaluation results fall under Level (1) – Unacceptable – shall be deemed to fall within the scope of poor performance, and must be subject to the approved procedures set out in Annex No. (4) attached to this Resolution.
10. Promotions shall be linked to the entity’s approved annual budget and shall be subject to the provisions on promotion stipulated in the Decree by Law and its Executive Regulations. The Rewards and Incentives Committee in each federal entity shall align and identify employees eligible for rewards, incentives, and promotions in accordance with the promotion schedule and reward allocations set out in Annex No. (5) attached to this Resolution, within the approved budget of the entity, and the final results shall be submitted to the Head of the entity for approval.

Article (8)

Repeals

Cabinet Resolution No. (35) of 2020 Regarding the Performance Management System for Federal Government Employees is hereby repealed, as well as any provision that contradicts or conflicts with the provisions of this Resolution.

Article (9)

Publication and Entry into Force

This Resolution shall be published in the Official Gazette and shall enter into force as of 1 January 2026.

Mohammed bin Rashid Al Maktoum

Prime Minister

Issued by us:

On: 13 Jumada Al-Ula 1447 A.H.

Corresponding to: 4 November 2025 A.D.

**Annexes to Cabinet Resolution No. (161) of 2025
Regarding the Adoption of the Performance Management System for
Federal Government Employees (Injazati)**

Annex No. (1)

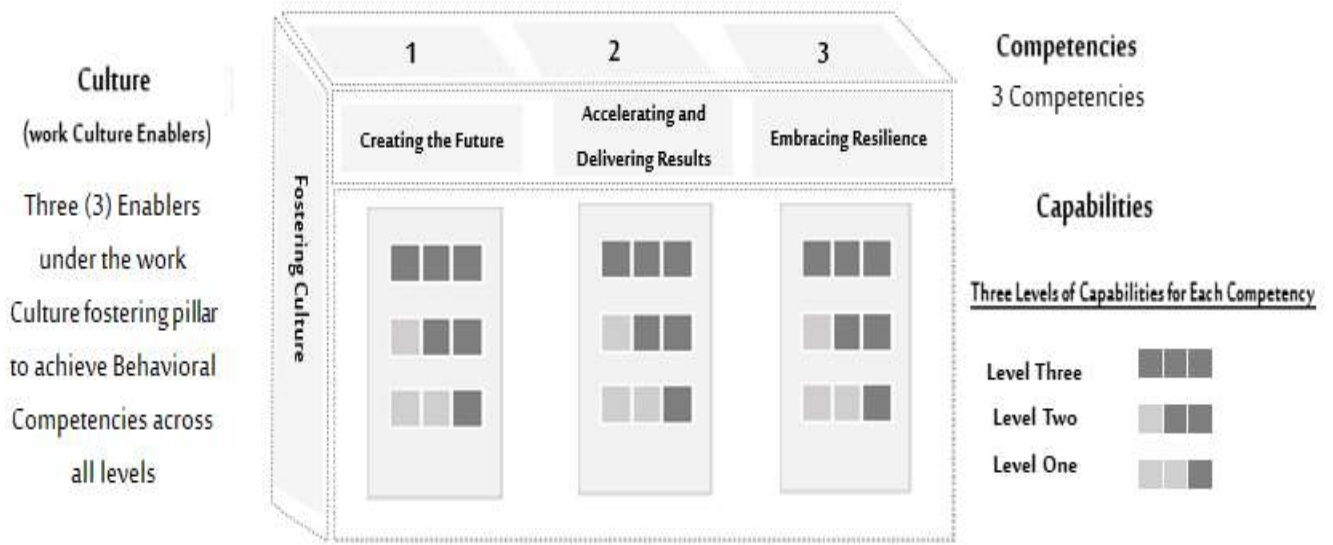
Distribution of the Weights of the Performance Management System Components for Federal Government Employees	
Key Performance Targets – 80% Behavioral Competencies (Level Three) – 20%	Leadership Positions
Key Performance Targets – 70% Behavioral Competencies (Level Two) – 30%	Supervisory Positions, Experts, Consultants, Specialists, Special Grades, and Job Grades from First Grade to Third Grade
Key Performance Targets – 60% Behavioral Competencies (Level One) – 40%	Technical and Administrative Positions (From Fourth Grade to Seventh Grade)

Key Performance Target Criteria		
A minimum of three (3) and a maximum of five (5) key performance targets	A minimum of two (2) indicators and a maximum of five (5) indicators for each key performance target	Derived from the strategic and operational plans










Behavioral Competencies Model is built on three (3) pillars (3C Model)		
Competencies	Capabilities	Work Culture Fostering Enablers (Culture)

Annex No. (2) The General Framework for Behavioral Competencies of Federal Government Employees

The General Behavioral Competency Framework Model (3C Model)



Distribution of Capabilities within the General Behavioral Competencies Framework Model (3C Model)

Fostering Culture			Creating Future	Accelerating and Delivering Results	Embracing Resilience	Application Levels by Job Grades
Self-Development and Future Skills Readiness	Active Collaborator	Customer Focus	Future Trailblazer 	Impact Driven 	Agile Leader 	Leadership Positions Undersecretaries and Assistant Undersecretaries
			Forward Thinker 	Outcome Stimulator 	Transformation Catalyst 	Supervisory Positions, Experts, Consultants, and Specialists Special Grades and Grades (1 to 3)
			Future Awareness 	Goal Achiever 	Adaptable to Change 	Job Level Grades (4 to 7)

The competencies, capabilities, and the elements governing their use to achieve the required performance results have been clarified and defined, in addition to the required behavioral attributes that the employee is expected to demonstrate, as well as the undesirable behavioral attributes, as set out below for each of the behavioral competencies.

First Competency

Creating the Future

This competency demonstrates the employee’s ability to anticipate challenges and transform them into practical and impactful development opportunities through foresight-driven design thinking, alignment with future trends and strategic plans, and making decisions that support the entity’s directions in line with the government agenda and global competitiveness.




Future Awareness 		Forward Thinker 		Future Trailblazer 	
Aspiration to Remain at the Forefront and in Leading Positions	Reimagining the Future to Achieve Shared Success	Taking the Initiative to Shape and Create the Future Now	Identifying Opportunities Within Challenges Through Innovative Approaches	Articulating Future Visions through Design Thinking	Enhancing the Entrepreneurial Spirit Within and Beyond the Entity
<ul style="list-style-type: none"> ▪ Adopting a holistic perspective and developing innovative solutions to complex issues. ▪ Distinguishing between high-priority tasks and those of lesser importance. ▪ Analyzing the current situation by integrating and examining information from multiple sources. ▪ Knowledge of government directions and future design tools. 		<ul style="list-style-type: none"> ▪ Analyzing future trends and variables and proactively anticipating future challenges and opportunities. ▪ Developing short-term and long-term plans to achieve objectives and keep pace with future aspirations. ▪ Making decisions based on the results of analyzing information and scenarios from diverse sources. ▪ Applying future design tools in government work. 		<ul style="list-style-type: none"> ▪ Designing a comprehensive future vision and defining strategic objectives to achieve it. ▪ Guiding and motivating others to achieve future objectives. ▪ Making supportive decisions that contribute to aligning the entity’s directions with future changes. ▪ Strengthening partnerships at both internal and external levels to keep pace with future directions. ▪ Adopting bold future ideas and mobilizing resources to implement them. ▪ Taking the initiative to enhance the global competitiveness of the United Arab Emirates. 	
Required Behavioral Attributes	Knowledgeable of directions; objective and logical; presents ideas and proposals; analytical; inquisitive.	Innovative and progressive; decisive; well-versed in global trends; visionary; seizes opportunities and challenges; proactive.		Inspirational and influential; unconstrained in thinking; ambitious and persistent; holds high expectations; culturally diverse; proactive and forward-thinking; encourages proposals and innovation.	

Undesirable Behavioral Attributes	Lacks initiative in addressing difficulties and is not open to the world.	Indecisive in decision-making; stubborn and focused on unnecessary details; excessively reliant on others; unrealistic.	Disregards important details; rejects feedback; does not engage others.
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Second Competency

Accelerating and Delivering Results

This competency demonstrates the employee’s ability to accelerate the achievement of outcomes and to lead initiatives and transformational projects with tangible impact at the level of the entity and the Federal Government, in an efficient and effective manner.

	Goal Achiever 	Outcome Stimulator 	Impact Driven 			
	Adhering to a Transformational Work Approach in Projects and Initiatives	Accelerating Sustainable Achievements with Tangible Impact	Achieving Results that are Globally Competitive	Alignment and Clarity Between Tasks, Results, and Impact	Ambitious Targets and Outputs	Redesigning Services and Procedures
	<ul style="list-style-type: none"> ▪ Executing tasks, projects, or commitments effectively, with a focus on achieving specific and measurable results. ▪ Ensuring the timely completion of work in accordance with approved plans. ▪ Contributing effectively to the success of assigned projects or initiatives. 	<ul style="list-style-type: none"> ▪ Actively pursuing and prioritizing work to achieve outstanding results within competitive timeframes. ▪ Accelerating the achievement of results by proactively directing efforts to align with strategic objectives and the expected impact. 	<ul style="list-style-type: none"> ▪ Facilitating and accelerating execution to achieve results that reflect a significant and positive impact on the entity, society, and government as a whole. ▪ Leading, motivating, and developing the aspiration to achieve excellence with awareness, and implementing transformational changes to achieve a sustainable impact on the government as a whole. 			
Required Behavioral Attributes	Focused on task completion; committed and competent; reliable and effective.	Proactive; adopts a holistic mindset; results-oriented; anticipatory; self-motivated.	Influential leader who seizes opportunities; strategic thinker who inspire others; decisive and impact-oriented decision-makers.			
Undesirable Behavioral Attributes	Pessimistic; scattered priorities; preference for speed over quality; rigid in opinion.	Limited in vision; inconsistent; resistant to organization; impulsive.	Traditional, low performing; narrow in vision; limited in thinking; complacent and biased.			

Third Competency

Embracing Resilience

This competency demonstrates the employee’s ability to adapt to changes and to keep pace with the accelerated rhythm of future government directions in order to lead transformation in government work.

	Adaptable to Change 	Transformation Catalyst 	Agile Leader 			
	Resilience and Ability to Manage Change	Keeping Pace with Changes and Rapid Response and Adaptation	Adopting Transformation as an Innovative Approach in Government Work	Speed in Overcoming Challenges	Efficiency in Utilizing Resources at the Entity and Government Levels	Speed in Decision-Making According to Government Priorities
	<ul style="list-style-type: none"> ▪ Adapting to changes and effectively managing pressures and challenges. ▪ Pursuing personal development and acquiring new knowledge and skills to support change processes. ▪ Working independently and motivating colleagues. ▪ Embracing and participating in change. ▪ Contributing to the support and formulation of new ideas for change. 		<ul style="list-style-type: none"> ▪ Effectively managing resistance to change and mitigating risks. ▪ Identifying new opportunities and capitalizing on them swiftly. ▪ Monitoring the surrounding environment and interpreting changes effectively. ▪ Forming change teams and empowering them with the required resources. 		<ul style="list-style-type: none"> ▪ Responding and accelerating adaptation to transformations and changes in the work environment. ▪ Making thoughtful decisions that contribute to achieving resilience at the entity and government levels. ▪ Leading innovations and modern approaches aligned with emerging changes. 	
Required Behavioral Attributes	Learn from mistakes; positive; self-aware; effective communicator; approachable.		Motivating; flexible and adaptable; quick learner; understanding of needs; decisive.		Inspiring; communicate effectively; optimistic; influential; challenging; ambitious; highly responsive.	
Undesirable Behavioral Attributes	Rejects change; dependent; disengages from teamwork.		Avoid challenges; avoid work pressure; resistant to change; conventional.		Avoid confrontation; evade decision-making; over-planning and over-focusing; implements unplanned change; biased toward personal opinions.	

Enablers

Fostering Work Culture

To achieve the vision of the Government of the United Arab Emirates, work culture within federal entities shall be fostered through the development of core capabilities that enable all employees, across different levels and career stages, to perform their duties in accordance with the Behavioral Competency and capabilities model.

Customer Focus	Collaboration and Effective Communication	Self-Development and Future Skills Readiness
<ul style="list-style-type: none"> ▪ Committing to understanding the needs of customers and internal and external stakeholders, and striving to deliver proactive and intuitive services designed to meet their needs, requirements, and preferences. ▪ Adhering to the principles and ethics of work in the Federal Government, and acting with integrity in dealings with individuals, situations, and issues. 	<ul style="list-style-type: none"> ▪ Communicating effectively with team members, stakeholders, and customers for the purpose of engaging them in the formulation and implementation of strategies and initiatives. ▪ Building trustworthy, impactful, and interactive partnerships and relationships with others to achieve shared objectives and results. 	<ul style="list-style-type: none"> ▪ Passion for continuous enhancement and self-development of skills in line with future needs and requirements. ▪ Adopting diverse approaches for continuous learning and skills development. ▪ Applying acquired skills effectively in government work.

**Annex No. (3): Schedule of Performance Evaluation Percentages Distribution
at the Entity Level (Quota)**

Level	Evaluation Scale (Achieved vs. Target)	Evaluation Result	Employee Distribution Percentage According to Quota
Exceptional	More than (125%)	5	From (0%) to (5%) *
Exceeds Expectations	From (101%) to (125%)	4	From (0%) to (15%) *
Meets Expectations	From (81%) to (100%)	3	From (60%) to (80%)
Below Expectations	From (65%) to (80%)	2	From (0%) to (15%)
Unacceptable	Less than (65%)	1	From (0%) to (5%)

* The Head of the federal entity may, for work-interest justifications, increase the percentage of employees receiving evaluation results of 4 and 5 by a maximum of 5% each. Accordingly, the percentage of employees receiving an evaluation result of (5) may increase from (0%) to a maximum of (10%), and the percentage of employees receiving an evaluation result of (4) may increase from (0%) to a maximum of (20%), with the redistribution of the remaining level percentages based on this adjustment.

Annex No. (4): Poor Performance Management

Employees whose performance evaluation results fall under the Unacceptable level (1) shall be deemed to fall within the scope of poor performance. Accordingly, the Human Resources Department in the entity shall take the following actions:

Issuing a written warning to the employee to improve their performance within a period of (3) three months.



Preparing a performance improvement plan, in coordination with the direct supervisor, with the aim of assisting employees with poor performance to improve their results.



If the employee's performance does not improve after the expiry of the aforementioned period, a second written warning shall be issued, giving the employee another (3) months to improve their performance.



If the employee's performance does not improve after the expiry of both warning periods referred to above, the service of the concerned employee may be terminated due to lack of job competency, in accordance with the provisions of the Decree by Law and its Executive Regulations.



An employee whose service is terminated due to lack of job competency may submit a written grievance to the Grievance and Objections Committees, in accordance with the procedures and mechanisms specified in the Decree by Law and its Executive Regulations.



If the employee's performance improves after the expiry of either of the two warning periods specified above, coordination shall take place between the direct supervisor and the employee to agree on the objectives set for the remaining period of the year, and the job performance management system cycle shall be applied accordingly.

Annex No. (5): Promotion Schedule and Determination of Rewards

Evaluation Levels			Eligibility for Annual Bonus	Eligibility for Promotions					Periodic Increment
Level	Rating	Score	Annual Bonus Value	Financial Promotion	Exceptional Financial Promotion	Job Grade Promotion	Exceptional Promotion	Fast Track for Government Talent	Periodic Increment Based on the Grade and Salary Scale and Annual Performance Evaluation Results
5	Exceptional	More than 125%	Up to a maximum of 2 total salaries	Up to a maximum of 10% of the basic salary	Up to a maximum of 20% of the basic salary	One grade	Two grades	3 grades, if the employee achieves Performance Evaluation Level (5) for two consecutive years	Eligible
4	Exceeds Expectations	From (101%) to (125%)	Up to a maximum of 1.5 total salaries	Up to a maximum of 7% of the basic salary	Up to a maximum of 15% of the basic salary	One grade	Not eligible	Not eligible	Eligible
3	Meets Expectations	From (81%) to (100%)	Up to a maximum of 1 total salary	Up to a maximum of 5% of the basic salary	Not eligible	Not eligible	Not eligible	Not eligible	Eligible
2	Below Expectations	From (65%) to (80%)	Not eligible	Not eligible	Not eligible	Not eligible	Not eligible	Not eligible	Eligible
1	Unacceptable	Less than (65%)	Not eligible	Not eligible	Not eligible	Not eligible	Not eligible	Not eligible	Not eligible

* The employee shall be deemed eligible to receive a promotion or a reward subject to the availability of the relevant financial allocations within the entity. Such promotion or reward shall not be deemed an acquired right of the employee nor an obligation upon the entity, provided that the conditions and controls of the Federal Government Employees Rewards and Incentives System shall be observed.