

UNITED ARAB EMIRATES
MINISTRY OF HUMAN RESOURCES
& EMIRATISATION



الإمارات العربية المتحدة
وزارة الموارد البشرية
والتوظيف

UAE EMIRATISATION AWARD

Participation Guidelines



2017
FIRST ROUND



Message from the President of the Award



The UAE Emiratization Award is part of a package of policies and programs implemented by the Ministry of Human Resources and Emiratization with the major objective to enhance partnership with the private sector and to motivate it to fulfil its national and social responsibilities by employing and providing an attractive and stable work environment for Emiratis; training and preparing them and enhancing their competitiveness to become employees of choice to occupy private sector roles.

This award is the first of its kind at the national level. It has set criteria, standards and measurements, granted to private sector establishments that are pioneers in the field of Emiratization in appreciation and valuing their role in developing and employing Emiratis in this sector; thus contributing actively to efforts to achieve the objectives of the national agenda and UAE Vision 2021 and meeting the aspirations and guidance of our wise leadership.

Saqer Ghobash
Minister of Human Resources and Emiratization



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Introduction

Based on the keenness of the Ministry of Human Resources and Emiratization to achieve the vision of the UAE to become one of the best countries in the world by the year 2021, through the achievement of a diversified knowledge economy led by skilled Emirati talent, the Ministry launched the UAE Emiratization Award to enhance the role of the private sector in the employment and development, as well as the retention of Emiratis with high competence, and to enable them to effectively participate in the labour market. The award affirms the Ministry's vital role in supporting Emiratization and appreciates the role and efforts of these establishments towards their national duty to enhance the participation of Emiratis in the UAE labour market.

Notable sources were used to set criteria for the Award categories, including Dubai Government Excellence Program, Dubai Human Development Award, Mohammed bin Rashid Government Excellence Award, Fourth Generation System, Abu Dhabi Award for Excellence in Government Performance, Ministerial Decision No. 956 of 2016 on Establishment of Emiratization Partners Club in the Private Sector, Ministry of Human Resources and Emiratization.

The objective of these Guidelines is to assist private sector enterprises in presenting the enablers and results as well as the mechanism of their application, which may vary from one establishment to another depending on the nature of its business and the services it provides, despite albeit that all criteria are based on local, regional and international best practices.

The Guidelines review the categories of the Award, eligibility for participation, method of candidates' selection, presentation of the criteria of the Award and the evaluation method.

The Guidelines also review the terms and technical definitions which will help the establishments to understand the indicators of results and their calculation, and the appropriate methods for collecting data and information etc., to calculate their actual score.



About the Award:

The UAE Emiratization Award is an incentive and a motivator to achieve a broader, deeper and wider vision of integrating the role of the private sector in the employment of Emiratis. It is an annual award given by the Ministry of Human Resources and Emiratization to support and honour the pioneers and private sector establishments in recruiting, training, supporting and providing an appropriate working environment for Emiratis. The award consists of a set of criteria and standards that when met by the establishments and their results achieved, are recognised and praised by the Ministry of Human Resources and Emiratization.

Award Vision

"Supporting Emiratization in Private Sector Establishments"

Award Mission

Encourage private sector enterprises to develop and employ Emiratis in the country by developing a range of mechanisms and enablers within a comprehensive strategy to achieve the objectives of the national agenda.

Objectives of the Award:

- Enhance contribution of the private sector to achieve national agenda indicators.
- Provide an attractive work environment for Emiratis in the private sector.
- Strengthen partnership and cooperation between the Ministry and private sector establishments.
- Promote the culture of excellence and spirit of positive competition between private sector establishments to enhance their role towards the nation and the citizen.



Categories of the Award:

First: the Category of Emiratization Champion who will receive an Outstanding Individual Achievements Medal, according to the following criteria:

Winner of such medal shall:

- have a personal vision and social responsibility and voluntary activities specifically for Emiratization;
- have participated several times in promoting the culture of Emiratization and marketing it in the private sector in the UAE;
- have many qualitative and innovative contributions and initiatives, and fruitful efforts that contributed to the employment of Emiratis;
- have personal and practical efforts in promoting, motivating, rewarding and appreciating the achievements of Emiratis;

Support and encourage Emiratis to increase academic attainment.

Second:- Emiratization Establishments category:

The categories of the Award were determined according to the size of the establishments, and the Award winners were categorized as Platinum, Gold and Silver categories as follows:

- UAE Emiratization Award for large-sized enterprises (1000+ employees).
- UAE Emiratization Award for medium-sized enterprises (500-999 employees).
- UAE Emiratization Award for small-sized enterprises (up to 499 employees).



Award Categories

First: Employment: This criterion focuses on the private sector establishments' contribution to issues and activities that contribute to the employment of Emiratis.

Enablers may include:

1. The availability of innovative employment methods such as, but not limited to: working from home, part-time, seasonal work, job-share, engaging the self-employed, etc...
2. The methods used to attract and employ Emiratis in the establishments, for example: working with educational institutions, participating in employment fairs, etc...
3. Ensuring the transparency and credibility of the systems and processes to attract and employ Emiratis and to continuously improve it through feedback.
4. The extent to which the establishment is involved in activities and initiatives aimed at the employment and development of Emiratis.
5. The programs adopted to ensure the existence of Emirati career paths both functional and professional.
6. The methods applied to empower Emiratis and vest in them sufficient powers to accomplish their tasks.
7. The programs used to employ people with disabilities.
8. The programs adopted to develop human resources through scholarships and then employing them after graduating.
9. The availability of the methods used to survey Emiratis to identify their needs and expectations.
10. The availability of mechanisms in the organisation to review salaries and allowances periodically and benchmark them with the labour market to attract and retain Emiratis.

Results may include:

1. The annual Emiratization percentage at various job levels.
2. The percentage of increase in Emiratis employed during the last fiscal year at the different job levels, compared to the previous year.
3. Turnover rate of Emiratis during the last fiscal year.
4. Percentage of employees with disabilities.
5. The percentage of Emirati women in the establishment.
6. Emirati satisfaction and happiness level in the establishment they work for.



Second: Training and Development: This criterion deals with the development of Emirati capabilities, whether administrative, professional, technical or behavioural, in addition to developing their skills, training and motivating, and communicating with them.

Enablers may include:

1. Methods used in identifying training needs.
2. Mechanism to identify and classify the knowledge, skills and capabilities of Emiratis and develop individual development plans.
3. Active participation with academic and training institutions in implementing Emiratisation support projects.
4. Measuring the effectiveness and impact of training on the performance and behaviour of Emiratis.
5. Ensuring that the processes for identifying and developing the skills and capabilities of Emiratis are efficient and effective.
6. Implemented programs to prepare and encourage Emiratis in those jobs and occupations with low Emiratisation rates.
7. Mechanism of sustainable learning of Emiratis including on-the-job training mentoring and coaching.
8. Annual allocation of appropriate financial resources to train and develop Emiratis through the organizational unit concerned with Emiratisation in the establishment.

Results may include:

1. Investment percentage in training and development of Emiratis relative to the allocated budget and the amount disbursed during the fiscal year.
2. Average expenditure on training and development for each Emirati.
3. Percentage of disbursement of the annually allocated budget for Emiratisation programs.
4. Percentage of Emiratis trained in the fiscal year relative to the number of Emiratis.
5. The average number of man-hours of training for Emiratis.
6. Percentage of Satisfaction with staff development programs.
7. Percentage measurement of the impact of training (ROI)

Third: Strategy: This criterion addresses how to develop and implement strategies that take into account Emiratisation trends, objectives, policies, programs and indicators; and provides clear mechanisms for strategy implementation and follow-up.

Enablers may include:

1. Availability of a clear strategic Emiratisation plan based on accurate information relating to the level of qualifications required over a three year period that give Emiratis priority in employment, promotions, preparation and professional development.



2. Developing, reviewing and updating the strategic Emiratization plan, regularly and periodically utilising the Emiratization indicators and the best Emiratization practices in the country and in other GCC states.
3. Availability of mechanisms and methods to follow up the implementation of the Emiratization initiatives and programs included in the strategic Emiratization plan; and to evaluate the level of achievement of those objectives eg participation in job fairs, job vacancy announcements, communication with recruitment agencies,
4. Circulate and enforce Emiratization plans to all stakeholders inside and outside the establishment.
5. Availability of specific policies and objectives to raise the competence of Emiratis and provide opportunities for those talented people to hold senior/ leadership positions in the establishment.

Results may include:

1. The extent to which the objectives set for Emiratization are achieved through the percentage targets.
2. The percentage of commitment to implement the approved plans.
3. The percentage of achievement of strategic performance indicators related to the Emiratization Strategy.
4. Percentage of operational performance indicators achieved associated with programs to achieve the Emiratization objectives.
5. Effect of the Emiratization percentage achieved on the performance of the establishment.

Fourth: Senior Management Commitment: This criterion deals with the role and practices of senior management, i.e. heads, managers and supervisors in the private sector establishments in defining a vision and mechanism to deal with the issue of Emiratization, how to achieve it and establish the concept of corporate values and objectives and approach towards Emiratis, as Emiratization is considered a cornerstone of its performance excellence pillars.

Enablers may include:

1. The role of senior management in developing the Emiratization vision, values and sense of responsibility.
2. The role of senior management in ensuring the availability of an effective system for setting Emiratization plans and programs, monitoring and following-up the performance and enhancing the improvement processes.
3. The role of senior management in allocating the financial resources required to implement the Emiratization Plan.
4. The role of senior management in the periodic review of the Emiratization strategic objectives, indicators, initiatives, performance level and results within the agenda of the periodic meetings.



6. Participation of senior management in promoting and marketing the Emiratisation culture within the establishment.
7. Efforts exerted by the senior management to ensure the development and application of effective systems to enhance the Emiratisation process, including linking senior management rewards to the Emiratisation plan.
8. Senior management effort in providing a positive and encouraging work environment for Emiratis to ensure the development of their abilities and skills and creating a second generation capable of taking responsibility.

Results may include:

1. Percentage of senior management reward in achieving the Emiratisation plan.
2. Percentage of effective and periodic communication with Emiratis.
3. Number of summer or practical training programs.
4. Obtaining membership of the Tawteen Partners' Club at the Ministry of Human Resources and Emiratisation.

Fifth: Work Environment: This criterion focuses on providing a good environment that motivates Emiratis to remain in the establishment.

Enablers may include:

1. The extent of readiness and appropriateness of the work environment to be a stimulating and attractive factor for Emiratis, which provides flexible and innovative systems for work, including, but not limited to, flexible work, part time work, work from distance, number of working hours, weekends and vacations; provision of accommodation and offering employee loyalty program ... etc.
2. Availability of suitable and encouraging conditions for Emirati women to join the establishment.
3. Availability of sustainable policies to maintain talented Emiratis and motivate and honour them to ensure their satisfaction and happiness within the establishment.
4. Provision of a system of rewards and promotions for Emiratis and motivate them to remain.
5. The extent to which the establishment provides channels to receive complaints, observations, ideas and suggestions from Emiratis and the mechanism to deal with them.
6. Availability of policies that encourage Emiratis to complete their studies, e.g. leaving work early, time off for exams, paying part of the tuition fees, etc.

Results may include:

1. Rate of satisfaction and happiness of Emiratis about the work environment.
2. The value of the bonuses paid to the UAE employees during the year.
3. Average number of years of employment of each Emirati in the establishment.



4. Percentage of Emiratis who were promoted or honoured during the year.
5. Number of Emiratis who completed their studies during their employment in the establishment during the past year.

Participation Eligibility

Participation shall be optional for all private sector establishments operating in the United Arab Emirates with a valid license from the appropriate government authorities for a minimum of three years, and subject to the following conditions:

1. The owner or member of the Board of Directors shall not be a member of the Judging Committee of the same round.
2. The achievements and capabilities of the establishment shall comply with the philosophy and objectives of the Award.
3. The achievements, capabilities and results of the establishment shall be documented.
4. The results of the establishment have contributed to the achievement of UAE national agenda indicators.
5. Commitment to apply for nomination and required documents.

Selection of Candidates

It is the responsibility of the evaluating body to select the candidates based on the initial evaluation of the submission. The submissions are sorted by a committee concerned with the Award. Lists of submissions that meet the terms and conditions of the award shall be determined. The Judging Committee is formed according to a specific mechanism and will be supported by judges external to the Ministry and such judges shall be committed to the highest standards of integrity and transparency to maintain the reputation, transparency and integrity of the Award.

General Provisions

Regarding submissions: All parties participating in the Emiratization Award must meet the following requirements:

1. Participation in the Award can be made annually and the private sector entities shall submit applications for nomination at the launch of each session.
2. Nominations shall be accepted by registering on the award website and uploading an application for participation together with electronic documents of the evidence and proofs in one application in Arabic and English.
3. The establishment's profile shall be submitted according to the requirements of the nomination application, and according to the form on the website of the Award.
4. All supporting evidence including the enablers and results of performance shall be given according to the Award criteria contained in the application



form, as per the form prepared on the Award website by recording the establishment's practices, which comprise of regulations, policies, manuals, plans, procedures and resources provided by the establishment to obtain results that support the process of Emiratization according to the main criteria of the Award.

5. In the event of additional indicators, there will be no objection including them in the submission.
6. When attaching evidence and documents proving the implementation and application of the establishment's enablers, such evidence and documents must be arranged and sequenced according to the criteria in the submission.
7. If the submitted files and documents are not completed or the inaccuracy of the submitted data is proved, this will affect the result of the final evaluation of the submission.
8. Nominations will be open from 1 September to mid-October on the Award website. Results will be announced in January.
9. The evaluation team will review the enablers and the integrated results related to these enablers. A field visit will be paid to the selected establishments to complete the evaluation process and to ensure the interrelationships between the enablers and the results obtained upon reviewing the systems, procedures, policies and legislations.

Regarding the Award: All parties participating in the UAE Emiratization Award should be aware of the following:

1. The Award is a way for continuous development and improvement, and constitutes an opportunity to honour the leading establishments in the process of Emiratization.
2. The Award and its structure shall have no relation to any disputes that may arise as to the ownership of the enablers and the results presented in the application for participation by third parties.
3. The applicants, nominees or winners of the Award shall be solely responsible for their intellectual property for the work they submit, if any dispute arises with third parties.
4. The outstanding practices of the winning establishments will be selected and presented at a forum of best practices.



Important Dates

Item	Date
launching the Award	23 May
Awards Workshops	28 May - 31 August
Receipt of Nomination Application	1 September - 15 October
Evaluation Field Visits	1 November - 31 December
Ceremony Date	First Quarter 2018

Confidentiality of Information and Data

Under the direct responsibility of the Ministry of Human Resources and Emiratization, the assessors and judges of the Award shall be strictly bound by the confidentiality of the information contained in the establishment's submission and all the evidence and documents attached to the submission and may not be used for purposes other than the assessment of the applicant for the UAE Emiratization Award.

Advantages and Benefits of Participation in the Award

Winning the UAE Emiratization Award reflects the Ministry of Human Resources and Emiratization's appreciation for the distinguished and efficient performance of the establishment in the development and employment of Emiratis in the private sector. In addition, the establishments will obtain the following benefits:

1. Certificate of thanks and appreciation and the winner's trophy from the Ministry.
2. Winning establishments will join the Tawteen Partners Club.
3. The use of the Award logo in all publications and websites of the winning establishments.
4. Extensive media coverage and marketing through the media and social networks.
5. Displaying the logo of the winning establishments on the Award's website.
6. A feedback report from the assessor team highlighting strengths and areas for improvement to strengthen the establishment's Emiratization approach and implementation.



All correspondence should be sent for the attention of the Secretary General of the Award via
the following website

<http://www.mohre.gov.ae/en/eparticipate/blog/tawteen-award.aspx>

Section 2

Evaluation Method

Table of Award Criteria Weight Distribution

Main Standards	Percentage
Employment	50%
Training and Development	20%
Strategy	10%
Senior Leadership Commitment	10%
Work Environment	10%
Total	100%

Capabilities: 50%

Results: 50%