



الإمارات العربية المتحدة  
وزارة العمل

# The Ministry of Labour Strategy 2014-2016



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Quote by His Highness Sheikh  
Khalifa bin Zayed Al Nahyan  
President of the United Arab Emirates



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«Our nation's development strategy adopts to principles of balance and initiate all available possibilities, and most importantly, this strategy parts with global economy movements and transformations alongside posed challenges»

His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE



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Quote by His Highness Sheikh  
Mohammed bin Rashid Al Maktoum  
Vice President and Prime Minister of the  
United Arab Emirates and Ruler of Dubai



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“We realize that what we have achieved is superior according to all standards, yet we also realize that we are still at the beginning of the road of a long journey, but we are confident that we are on the right track”

“Without a clear-vision that shapes up our path, and without high ambitions that has no limitations, we cannot build a bright future for our future generations”

His Highness Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai



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# A statement by H.E. UAE Minister of Labour



## الإمارات العربية المتحدة وزارة العمل

This Special Edition defines the pillars of strategic planning for the Ministry of Labour and features of its updated strategic plan, as of the 2021 vision which was announced by His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai in early February of 2010, which formed the framework and reference for the overall strategic planning of the Federal Government and updated strategic plans and activities for ministries and federal authorities in the two periods of 2011-2013 and 2014-2016, as well as the national agenda which was launched by His Highness at the beginning of January 2014, which included tasks assigned to the Ministry of Labour within the framework of the strategic objectives of the UAE government, to improve Emiratisation in the private sector in addition to attracting different skills within the labour market to meet the knowledge-based economy requirements.

We have ensured that the introduction of this booklet includes briefly explained concepts and terminologies of the ministry's strategic plans, its adopted methodologies and its periodic activities to enable readers to track down updates of the ministry's strategic and operational plans and contributions in promoting the strategic planning culture amongst the Emirati public and as a gateway to monitor those plans through indicators, operational initiatives and key services that seek to achieve these goals and to measure corporate performance.

In this context, I'd like to extend appreciation to the ministry's cadres, who contributed to the development and modernization of our strategic plans and are keen on following-up with implementation procedures, and efforts to establish a strategic planning methodology and promote the culture of excellence amongst the ministry's staff in general, all under the guidance of our leaderships and as a response to an ambitious plan to push the UAE to higher positions in terms of government services quality regionally and internationally.

I will be honored to dedicate this version to the rest of our government partners as an appreciation for their sound advice and valuable contributions to the development and enrichment of our strategic plan 2014 - 2016, and as an embodiment of true government solidarity towards development and the growth of our nation ,,

H.E. Saqr Ghobash  
UAE Minister of Labour



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# Introduction





## الإمارات العربية المتحدة وزارة العمل

«With a strong secure union, Emiratis will take a step forward full of confidence and ambition, armed with knowledge and creativity to build a solid competitive economy within a unified society that adheres to their identity and enjoy the best standards of living in a sustainable environment»

### **UAE 2021 Vision**

Since the announcement made by His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai about the «UAE 2021 Vision» in February 2010, and the National Agenda in early January 2014, with the Tagline "We want to be one of the best countries in the world», and so, the Ministry of Labour prepares to harness all the required capabilities, finances and human resources in order to achieve the vision of His Highness Sheikh Mohammed bin Rashid, and here comes the role of the strategic planning management and performance management in overseeing the development of the strategic and operational plans and monitor the implementation process at all levels.

In terms of deploying the strategic planning culture, this booklet was developed based on the strategic planning methodology 2014 - 2016 where it consists of three major themes: -

**Strategic terms:** Includes common terminologies in the field of strategic planning.

**Strategic Planning Cycle:** Starts from preparations to completion procedures to develop integrated aspects of a strategic plan.

**The Strategic Plan (2014-2016):** The strategic plan (2014-2016) of the Ministry of Labour: Vision, Mission, values, goals, indicators and strategic initiatives/services.



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# Strategic Terms



## الإمارات العربية المتحدة وزارة العمل

### Strategic terms used in the strategic planning process

**Strategy;** The methodology chosen by any ministry to develop specific goals and achieve them, equivalent to declaring a specific approach that will be adopted by the ministry to accomplish its tasks.

**Strategic objective:** Achieving an outcome with direct impact on the community, and responds to the needs and interests of the citizens of the United Arab Emirates.

### Key Performance Indicators (KPIs)

**Strategic Key Performance Indicators (SKPIs):** - Indicators that are based on the results and measures performance on the strategic level. They are digital measurements with results of the main progress towards the strategic goal.

**Operational Key Performance Indicators (OKPIs):** A set of indicators developed at the level of the initiative and can be based on the outcome or the result, according to the nature of the initiative.

**Operational performance metrics:** is a type of measurement that indicates the extent to which activities are well implemented.

**Initiative:** Is a series of activities adopted by the ministry to achieve a specific strategic objective. And measurement of the initiative can be an outcome or a result that contributes towards achieving a major success factor that could be linked to the mentioned strategic objective.

**Activities:** A set of actions that form an Initiative when brought together. Activities are placed by the ministry according to its strategy.



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# Strategic Planning Cycle



## Study the surrounding environment

### Keys steps:

- Select the desired data to collected
- Identify tools and sources of data collection
- Data collection process
- Data analysis
- Prepare a final report of the analysis



### Main objectives: -

- Identifying data on internal strengths and weaknesses
- Identify possible opportunities and external risks

### Outputs: -

- Forming an analytical report on Interior and Exterior environments



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### Drafting and updating the Strategic Plan

#### Key steps: -

Determine the level of strategic changes

Drafting and updating the vision, mission and values

Identify strategic objectives and performance indicators

Upgrading initiatives and services offered by main departments.

The adoption of sub-activities and services and their standards.



#### Main objectives: -

Develop plans and projects reflects the nature of the Ministry's practice, and what it aims to accomplish on the long run.

#### Outputs: -

Strategic and Operational Plan



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### Publication and dissemination of the Strategic Plan

#### Key steps:-

- Survey concerned parties with the ministry's strategy
- Determine methods of deploying and announcing the strategic plan
- Prepare a dissemination plan for the strategic plan and its implementations
- Monitor the implementation and the dissemination process of the strategic plan
- Measure the awareness level of the Ministry's Strategic Plan



#### Main Objectives:-

- Establishing a culture of strategic planning and the deployment of the Strategic Plan to relevant categories

#### Outputs: -

- A marketing plan for the Strategic Plan



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### The application of the operational plan

#### Key steps: -

- The development of an operational plan that serves the achievement of the required activities
- Prepare risks report, develop alternative scenarios and plans for implementation phases
- Determine the human resources needed to achieve the activities and budgets
- Implement activities efficiently and effectively



#### Main Objectives:-

Place operational plans to achieve activities and then nourish the strategic objectives

#### Outputs: -

Operational plans for activities  
Risk Reports  
Identifying necessary resources





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### Strategic monitoring

#### Key Steps:-

- Identify organizational units coordinators for monitoring and evaluation
- Hold regular meetings with the organizational units
- Measure the actual performance indicators / according to approved measuring tools
- Analysis of the current situation
- Prepare improvement reports and recommendations
- Prepare annual performance reports and hand it to the leadership



#### Main Objective:-

Achieve the strategic objectives

#### Outputs: -

Annual performance reports  
Assess the organizational units at the  
Ministry level



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# The Strategic Plan (2014-2016)



## الإمارات العربية المتحدة وزارة العمل

### Vision

Create a stable labour market and a productive workforce to promote a competitive knowledge-based economy that revolves around UAE citizens.

### Mission

Regulate the labour market to boost UAE citizens' participation, to achieve general protection, flexibility, and to attract talented cadres through an integrated system of standards, policies and regulatory tools, institutional partnership and outstanding services.

### Values

- Professionalism (Completion of business according to the best standards)
- Respect Human Dignity (Honoring and dignifying mankind)
- Integrity and Honesty (Application of systems honestly and with integrity)
- Teamwork (Encourage teamwork with partners to achieve UAE's 2021 vision)
- Initiative and Creativity (Creation of creative ideas)



## Strategic Objectives

**First Goal: Promote the participation of UAE citizens in the private sector, achieve flexibility, attract suitable talents and boost productivity.**

Strategic index	Description
Emiratization in the private sector (According to the provided data by the Ministry of Labour)	This strategic indicator monitors the proportion of workers in the private sector and citizens registered in the Ministry of Labour while taking into account the fact that there are people working in the private sector that are not registered with the ministry and are working in free zones in various emirates.
The proportion of Emiratization in the private sector (National index)	<p>This indicator measures the number of citizens working in the private sector from the total proportion of employees (citizens and non-citizens) working in the private sector (national index)</p> <p>The index represents the results on a national scale the number of citizens working in the private sector both (registered and non-registered in the Ministry of Labour) including workers in free zones across all the emirates.</p>



## Strategic Objectives

**First Goal: Promote the participation of UAE citizens in the private sector, achieve flexibility, attract suitable talents and boost productivity.**

Strategic index	Description
Knowledge-based/Educated employees from the total number of workers registered under the Ministry of Labour	<p>The employment of highly skilled professionals who are identified through the ILO classifications and professions (ISCO08) with the following functionalities: legislators, managers and business executives, specialists and technicians in science, humanitarian issues, (Supreme classification levels of occupations).</p> <p>This index includes the total registered workers in the Ministry of Labour only! It does not cover workers in the public sector, security sector, free zones and private-sectors if not registered in the Ministry of Labour.</p>
Knowledge-based/Educated employees registered from the total number of workers in the country (National index)	<p>The employment of highly skilled professionals who are identified through the ILO classifications and professions (ISCO08) with the following functionalities: legislators, managers and business executives, specialists and technicians in science, humanitarian issues, (Supreme classification levels of occupations).</p> <p>(The National Index)</p> <p>This index shows the total number of workers (registered/ not registered in the MoL) at a national level; It includes workers in the public sector, security sector, free zones and private-sectors in the UAE.</p>



## Strategic Objectives

**First Goal: Promote the participation of UAE citizens in the private sector, achieve flexibility, attract suitable talents and boost productivity.**

Strategic index	Description
Internal labour mobility size compared to attracting labour from abroad	<p>The goal of this index is to compare changes that will occur from internal labour mobility compared to the number of labourers coming from abroad, (Applied on employees registered under the Ministry of Labour only!).</p> <p>This indicator measures the impact of the initiatives and systems made by the ministry, which aims to encourage internal labour mobility and its impact over attracting labourers abroad.</p>
Proportion of citizens working in the private sector from the total number of working citizens (National index)	<p>The indicator measures the number of UAE citizens working in the private sector and joint public-private sector entities from the total number of citizens working, whether in the joint-sectors and foreign diplomatic sectors, private households and home businesses (UAE National Index)</p>



## Strategic Objectives

**Second Goal: Maintain labour market stability through balancing interests of both production parties in conformity with UAE national legislation**

Strategic index	Description
Work-stoppage drop percentage	<p>Measurements to provide protection for the workers by ensuring the employer's commitment towards laws and ministerial decisions to achieve a balance of interests between both production parties.</p> <p>Work-stoppage cases occur by workers to express demands owed according to labour laws, number of workers usually fall between 50 workers and more..</p>
Settlement of individual labour disputes	<p>The index aims to achieve a balanced relation between both production parties by settling the number of individual labour disputes (excluded complaints of 10 or more workers), which occurs within the ministry at the state level, plus reduce the number of court referrals</p>



## Strategic Objectives

**Second Goal: Maintain labour market stability through balancing interests of both production parties in conformity with UAE national legislation**

Strategic index	Description
Minimizing labour injuries percentage	<p>Provide protection for workers to ensure the employer's commitment to laws and ministerial decisions to achieve a balance between the interests of both sides.</p> <p>Approved definition of work-related injuries according to the International Labour Organization are occupational injuries, illnesses and deaths that workers face due to the nature of their duties.</p>
Minimizing labour offences percentage	<p>The goal of the index is to measure the percentage of workers who violated the provisions of the UAE Labour Laws and ministerial decisions which will remain in the ministry's records.</p> <p>The scope of this index includes workers caught by inspectors during inspectional visits.</p>





## Strategic Objectives

**Second Goal: Maintain labour market stability through balancing interests of both production parties in conformity with UAE national legislation**

Strategic index	Description
The percentage of workers not receiving their wages through the WPS	<p>This aims to reduce the number of workers who do not receive their wages through the WPS from the total number of workers registered in the ministry's system.</p> <p>(Actual workers: This does not include workers who have been reported absent, or workers who are enrolled in the labour complaints system, workers with collective labour disputes, workers who have temporary work permits or temporary mission permits, workers in exceptional facilities, and workers on leave).</p>
The percentage of workers not receiving their wages through the WPS	<p>This aims to reduce the number of workers who do not receive their wages through the WPS from the total number of workers registered in the ministry's system.</p> <p>(Actual workers: This does not include workers who have been reported absent, or workers who are enrolled in the labour complaints system, workers with collective labour disputes, workers who have temporary work permits or temporary mission permits, workers in exceptional facilities, and workers on leave).</p>



## Strategic Objectives

### Third Goal: Contribute to enhance the UAE 's reputation and image in international forums

Strategic index	Description
UAE Labour market index efficiency (According to the Global Competitiveness Report issued by the World Economic Forum)	Measures the impact of the efforts and initiatives made through the ministry to improve the efficiency of the labour market index, according to the Global Competitiveness Report which is issued by the World Economic Forum, due to its importance and the priority given by the government to promote a competitive labour market and policies in that area.
Equal opportunities in the labour market index (According to the Global Competitiveness Report issued by the World Economic Forum)	The indicator measures the efforts made by the United Arab Emirates to improve its ranking/presence with accordance to the Equal Opportunities Index according to the Global Competitiveness Report which is issued by the World Economic Forum.



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Strategic index	Description
Customer satisfaction rates	The indicator measures the level of customer satisfaction with regards to services offered by the ministry of labour in addition to measuring customer satisfaction rates for the labour offices and Tas'heel centers
Customer satisfaction rates in labour office	
Customer satisfaction rates in Tas'heel centers	
The proportion of transactions completed on time	The indicator measures the percentage of transactions completed upon priority through a certain time period. (With accordance to labour sector service priority measurements as approved by the Prime Minister's Office)



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Financial	Planning financial self-revenues accurately
	Planning financial expenses accurately
	The accuracy in budget preparations
	Planning financial self-revenues accurately



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Customers	Customer satisfaction percentage
	Secret customer results
	Awareness percentage of the government services and initiatives
	Notes resolved within the specified time



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
M-Government	Federal Government Services Smart/E-transformation levels
	Smart government services usage percentage
	Customer satisfaction with Smart govt. services
	Smart govt. awareness levels



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Human Resources	Employee satisfaction in the federal government
	Emiratization according to different functional categories
	Emiratization in the management category
	Emiratization in the supervisory category



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Strategic index	Description
Human Resources	The rate of training hours per employee according to different functional categories
	The rate of training hours per employee in the management category
	The rate of training hours per employee in the supervisory category
	The rate of training hours per employee in the executive category





## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Human Resources	The proportion of trainees according to different functional categories
	The proportion of trainees in the management category
	The proportion of trainees in the supervisory category
	The proportion of trainees in the executive category



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Human Resources	Job rotation rate for citizens
	Job rotation rate for non-citizens
	Local staff holding professional certificates of the total number of local staff in specialized functionalities
	The proportion of jobs that have been specified within governmental entities



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Human Resources	The average number of work-related injuries
	The ratio of activating (Bayanati) system within the federal entities
	Ratio of employees who have performance documents
	Ratio of approved promotions according to functional performance levels (financial and functional upgrades)



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Human Resources	Level of commitment to training and development systems
	The proportion of complaints to the human resources dept. which have been processed within the specified time
	Number of suggestions submitted per a hundred employee per year (on average)
	Number of applicable suggestions to submitted ones



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Human Resources	The development of a national work policy
	Implement programs to promote the participation of Emiratis in the private sector
	The development of a comprehensive labour market information system
	The development of labour policies



## Strategic Objectives

Fourth Goal: Support institutional competency to deliver high-quality governmental services

Topic	Index
Human Resources	The development of a national work policy
	Implement programs to promote the participation of Emiratis in the private sector
	The development of a comprehensive labour market information system
	The development of labour policies



Strategic goal	Proposed Initiatives
First Goal: Promote the participation of UAE citizens in the private sector, achieve flexibility, attract suitable talents and boost productivity.	The development of a national work policy
	Implement programs to promote the participation of Emiratis in the private sector
	The development of a comprehensive labour market information system
	The development of labour policies



Strategic goal	Proposed Initiatives
Maintain labour market stability through balancing interests of both production parties in conformity with UAE national legislation	The development of systems and mechanisms to solve labour disputes transparently and swiftly
	Improve the performance of the labour inspectors
	The development of inspectional systems
	Promote awareness programs to educate production parties and the community





Strategic goal	Proposed Initiatives
Maintain labour market stability through balancing interests of both production parties in conformity with UAE national legislation	Labour Relations Services
	Inspect work requirements
	Internally attesting contracting certificates
	The protection of workers' wages in the private sector



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### The Ministry of Labour Strategy 2014-2016

Strategic goal	Proposed Initiatives
Contribute to enhance the UAE 's reputation and image in international forums	Activation of the UAE's role in international and regional organizations, progress, and forums
	Promoting efforts made by the UAE to develop labour policies to protect of labour rights
	Development of Abu Dhabi dialogue progress
	Activation of the UAE's role in international and regional organizations, progress, and forums



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The Ministry of Labour Strategy 2014-2016

Strategic goal	Proposed Initiatives
Support institutional competency to deliver high-quality governmental services	Promoting and developing the level of services



Strategic goal	Main Services
Support institutional competency to deliver high-quality governmental services	Trade license Services
	Work Permit Services
	Labour Card Services
	Private Recruitment Agency Licensing Services
	Promote the participation of UAE citizens in the private sector services
	PRO cards
	Service Centers Services
	Customer Relations Services



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## The Ministry of Labour Strategy 2014-2016

Strategic goal	Proposed Initiatives
Ensure that all the administrative services comply with the highest standards of quality, efficiency and transparency	Provision of a safe environment for the infrastructure of information technology which satisfy users' needs
	Development of institutional systems
	Human capital development
	Application of the best practices in human resources
	Development and application of excellence programs
	The development of operational performance measurements
	Improvement the work environment
	Activation of internal and external communication