

AL'AMMAL

Quarterly magazine issued by Ministry of Labour-UAE

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UNITED ARAB EMIRATES
MINISTRY OF LABOUR

Health sector
records a 25.4%
increase in
employment
during 2014

Study to develop
recommendations
to address structural flaws

Ahmed Luqman:
The ALO has a
strong presence
in the Arab
world



Ministry of Labour
gets Emirates Award
for Human Resources

Complainant
alleges brother of
misappropriating
AED 1 million

Labour Ministry
conducts 332,000
inspections to
check labour
violations

Labour
transactions
in less than 3 minutes



UNITED ARAB EMIRATES
MINISTRY OF LABOUR



الإمارات العربية المتحدة
وزارة العمل

**With utmost pride, it is the pleasure
of the Ministry of Labour in the United
Arab Emirates to share with the member
countries of the**

Arab Labour Organization

**The celebration of the 50th anniversary of
the organization. We wish the Arab Labour
Organization continued success in its
endeavors in the service of Arab labour
issues within joint Arab action.**

**Saqr Ghobash
Minister of Labour
and the Ministry's Team**

Treading the road to excellence

Moving ahead on the road to excellence, the Ministry of Labour has bagged two major awards- the best government services via smartphones award at national level in the Economy and Commerce sector, and best award in Human Resources.

This victory reflects our commitment to continue our journey toward excellence as guided by our visionary leadership.

This environment of excellence, which is a result of the guidance of our leadership, encourages a lot of positive competition among government bodies, motivating them to offer the best that they can. The fruit of the competition reflects in the high level of services that are offered to the customers by the government bodies.

The smartphone services award is the result of strenuous efforts exerted by the Ministry of Labour in the last couple of years. Our team came up with the smartphone application after several brainstorming sessions, trials and after learning about best practices locally and internationally.

The idea behind all these efforts was to create a smartphone application, which allows our customers to access our services in a highly convenient manner, as well as to meet and exceed the expectations they have from the Ministry of Labour. This target is a part of our vision and mission. One of our most important strategic goals is to offer very high quality of services.

If you see the type of services being offered by the Ministry of Labour to people coming from diverse cultural backgrounds, different nationalities, em-

ployers as well as employees, coming up with the application that suits the requirements of all was not an easy task for us. We reached our target because of the solid belief that we should do the best and the team behind this achievement was able to reach this target and create a smart, informative and interactive application under the guidance of His Excellency Saqr Ghobhash, Minister of Labour.

The Ministry received the 'Emirates Award for Human Resources' for its exemplary performance in three categories, reflecting that the Ministry leaves no stone unturned to offer the best environment for its workers so that they are motivated to give their best and reach the targets.

This shows that the Ministry did its best as per the requirements of the 'Emirates Award for Human Resources', launched by the Federal Authority for Government Human Resources in 2014, organised under the patronage of His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs.

The award comes after right strategic steps were taken by the Ministry to improve the quality of skills and productivity of the staff and the Ministry believes that our staff is the engine that drives our growth.

We are highly confident that these two awards will present opportunities in terms of the challenge in front of us to maintain the high level of service standards that we have accomplished to continue on the road to excellence, to which there is no limit.

AI' AMAL Editorial Team

AL'AMAL



Quarterly magazine issued by
Ministry of Labour

Chief Editor

Hussain Al Alili

Editorial Consultant

Ayman Rumaneh

Editorial Manager

Fatima Alhammadi

Editorial Secretary

Alaa Elbadry

Editorial Board

Laila Ameer

Ahmed Al Majayda

Photographer: Fathy Farag

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Android apps: MOL



Design & Production

Nadd Al Shiba PR and Event Management

Mohammed Al Jarouf

Phone: + 9714 2566707

Fax: + 9714 2566704

Website www.naddalshiba.com

Email info@naddalshiba.com



NADD ALSHIBA
PR & EVENT MANAGEMENT

► The views expressed in the articles are of the writers

Ministry offices

Abu Dhabi Office - Al Ain Office - Labour Relations Office in Mazid Mall - bida zayed Labour office - Dalma Labour office - Service Center Abu Dhabi Chamber - Service Center Abu Dhabi Municipality General Directorate of Residency & Foreign Affairs - Ajman Labour office - Labour Relations Office in Dubai Court Dubai Labour office - Al Twar Center - Service Center Department of Economic Development - Service center Muhaisnah - Cancellation Center Alwasl (Dubai) - Service Center Al Manara Center fujairah Labour office - Labour Relations Office Fujairah Courts Ras Al Khaima Labour Office - Al Dhaid Labour office Khorfakkan Labour office - Sharjah Office kalba Labour office - Labour Relations Office Sharjah Court Umm AlQuwain Labour Office

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Dibba Fujairah: Tasheel Businessmen Services

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 (Honouring and dignifying mankind)
- Integrity and Honesty (Application of systems honestly and with integrity)
- Trust and Respect (Mutual trust and respect in dealing with users)
- Initiative and Creativity (Creation of creative ideas)

Strategic Objectives

- Promote the participation of UAE citizens in the private sector, achieve flexibility, attract suitable talents and boost productivity
- Maintain labour market stability through balancing interests of both production parties in conformity with UAE national legislation
- Contribute to enhance the UAE's reputation and image in international forums
- Support institutional competency to deliver high-quality governmental services
- Ensure that all the administrative services comply with the highest standards of quality, efficiency and transparency

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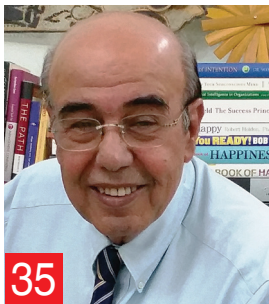


Ahmed Luqman: The ALO has a strong presence in the Arab world

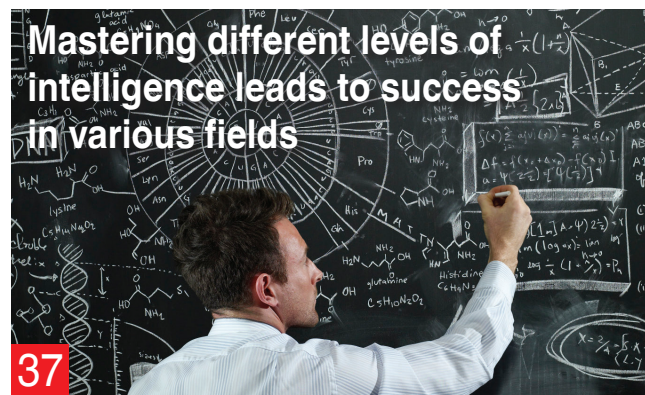
7 things you should avoid in a job interview



Excellence & Knowledge Management



The Last Barrel Of Oil



Mastering different levels of intelligence leads to success in various fields



workers employed at 20,000 facilities 427,000 examined over three years



Saqr Ghobash, signing the Charters



Mubarak Al Dhahiri

Labour Ministry endorses 3 charters for Quality, Excellence and Occupational Health and Safety

The UAE Ministry of Labour has endorsed three charters for Excellence, Quality Policy and Occupational Health and Safety to highlight the ministry's commitment to implement quality standards and promote a safe work environment.

The Charters were signed by H.E Saqr Ghobash, Minister of Labour, and the ministry's undersecretaries.

The Charter on Quality highlights the ministry's commitment to implementing the quality standards and working with its partners to achieve optimal investment of resources, taking into account the improvement and development of ongoing operations and services in accordance with best practices, with an emphasis on the applica-

tion of the ministry's labour laws and legislations in order to achieve all the relevant requirements, exceed expectations and attain quality management system ISO 9001: 2008.

The charters focus on regulating the labour market to boost participation of national workforce and attract talent through an integrated system of standards, policies, tools and partnerships as well as delivering outstanding services that comply with e-government requirements and effective communication skills with all customers.

The charters also call for activating community partnership to achieve the ministry's strategic objectives and enhance the development of

human resource knowledge, skills, and encourage all employees to focus on self-development and achieve superior performance levels.

The Charter of Excellence, which was signed and highlighted by H.E Saqr Ghobash, promotes the spirit of teamwork and dedication in making more efforts to build-up the ministry's reputation.

The occupational Health and Safety Charter reflects the ministry's commitment to providing a safe and healthy work environment for all employees and customers by adopting best practices, ensuring continuous improvement and development. It will continue investment toward optimal management



Humaid Bin Deemas



Maher Al Obad



Saif Al Suwaidi

of resources and health and occupational safety in conformity to with OHSAS 18001: 2007 as well as in line with the occupational health and safety laws in the UAE.

Furthermore, according to the Charter, the ministry must be committed to identify the goals of the occupational health and safety system and measure it continuously to ensure proper implementation as per the ministry's goals. In addition, the ministry would provide the necessary instructions, training and awareness programs in accordance to health and occupational safety requirements and disseminate those amongst all related categories, as well as coordinate, communicate and participate with all concerned groups.

Charters to strengthen Ministry's position and encourage competitiveness

Dr. Omar Al-Nuaimi, Assistant Undersecretary for the Policies and Strategies Department, at the Labour Ministry, said, "The three charters for excellence, quality policy and occupational health and safety confirm the Ministry's efforts towards strengthening its position and support the competitiveness level of the organizational excellence map, both internally as well as when competing with other bodies, as it supports common national interests, or on the external level when compared to other ministries, regional and international institutions specialized in labour related issues, economy and the trade sector."



Al-Nuaimi added, "These ministry charters will indirectly serve excellence plans in future and help in obtaining other international awards."

Al-Nuaimi added, "These ministry charters will indirectly serve excellence plans in future and help in obtaining other international awards."

Ministry of Labour gets Emirates Award for Human Resources

The Ministry of Labour has received the 'Emirates Award for Human Resources', launched by the Federal Authority for Government Human Resources in 2014, organised under the patronage of His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs.

H.H. Sheikh Mansour honoured the winners of the 1st edition of the Emirates Award for Human Resources in the Federal Government recently at the Presidential Palace.

Sheikh Mansour said that the Award is seen as part of the vision of the wise leadership of the UAE, represented in President His Highness Sheikh Khalifa bin Zayed Al Nahyan; Vice President and Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum and His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the



UAE Armed Forces, which gives much attention to the human resources. The ministry got the award for its outstanding overall performance and got 52 points in total. The Ministry showed an exemplary performance in motivational, empowerment and level of services.

The award honors federal entities for their performance in inclusion, motivation, empowerment and level of services. The second category focuses on outstanding individuals, and is divided into several sub-categories such as outstanding leader and promising executive in the field of human resources.

The Ministry of Labour got 73 per cent in the motivational category for working towards developing Emiratisation plans, employee satisfaction level and the rate of job shifting as well as other indicators. The ministry achieved 77 per cent in the empowerment category, which includes annual training and development for employees and other indicators.

It got 83 per cent in level of services, which includes the commitment indicators with regards to Bayanati human resources online portal and activating employee self-services and electronic training procedures.

Labour Ministry bags international internal operations efficiency award

The Ministry of Labour has received an international award for applying standards of excellence and competitiveness in the electronic systems within internal processes of the Ministry. The award was presented during an international conference held recent-

ly in California, USA, arranged by Laserfiche Co., in the presence and participation of Ahmed Al-Nasser, Director of the Information Technology Department at the Ministry of Labour and Yaaqoub Al-Tamami, Head of Corporate Governance Section and Information Securi-

ty at the Labour Ministry, where more than 2,500 people including government officials and representatives of international institutions participated. The ministry received the 'Outstanding Usage' category award in automating internal processes.

Ministry focusses on promoting cooperation with partners, encouraging employees

Labour Ministry honors strategic partners and outstanding employees

The Ministry of Labour has honoured strategic partners from public and private sectors, outstanding employees and working groups that have excelled throughout the Ministry's functionalities in 2014. The honours were presented during a special ceremony organized in March 2015 and attended by His Excellency Saqr Ghobash, UAE Labour Minister.

"The ministry continues to achieve excellence and quality through determination, which we've learned from our great leadership that taught us the foundations of following the right path of excellence, to effectively contribute to the growth, progress and prosperity of our beloved nation," said Ghobash. He highlighted that the Ministry of Labour endeavors to promote cooperation at different levels with partners and, at the same time, continues supporting employees who seek excellence by providing a stimulating and encouraging work environment. National media agencies and publications, the Minister remarked, are true partners in accomplishing the Ministry's goals



as they highlight the achievements, announcements as well as educate both ends of the labour market and, through constructive criticism, encourage the Ministry to carry out its tasks with great responsibility.

The event was attended by Mohammad Mir Abdullah Al Raisi, Undersecretary of the UAE Ministry of Foreign Affairs, and Mubarak Saeed Al Dhahiri, Undersecretary of the Labour Ministry, Ali Humaid bin Khatim, Advocate General, Dubai Public Prosecution, Dubai, and Dr. Abdulrahman Al Awar, Director General of

the Federal Authority for Government Human Resources.

Humaid bin Deemas Al Suwaidi, Assistant Undersecretary for Labour Affairs, Maher Al Obed Assistant Undersecretary for Inspectional Affairs, Saif Ahmed Al Suwaidi, Assistant Undersecretary for Institutional and Support Services, and Dr. Omar Al Nuaimi, Assistant Undersecretary for Policy and Strategy, alongwith representatives from 19 ministries and government entities, a large of private entities, social responsibility partners, media representatives and ministry staff also attended the ceremony.



UAE and IOM to conduct study on the Labour Recruitment Industry

Study to develop recommendations to address structural flaws



The United Arab Emirates and the International Organization for Migration have signed an agreement to conduct a field study about the Labour Recruitment Industry as per the framework of the Abu Dhabi dialogue, to develop an understanding of fundamental challenges facing labour sending and receiving countries. Upon agreement, the study will target Labour Recruitment Industry between United Arab Emirates, India and Nepal for one year.

The agreement was signed by H.E Saqr Ghobash, Minister of Labour, and H.E William Lacy Swing, Director General of the IOM at the Ministry's HQ in Dubai, in the presence of Dr. Omar Al-Nuaimi, Assistant Undersecretary of the Ministry's Policy and Strategy sector.

Ghobash said, "The signing of the agreement comes from the keenness of the UAE to continue their active

role in developing procedures with regards to receiving temporary contractual labourers to come and serve in different sectors, while providing them with proper protection. Under the agreements of the Abu Dhabi Dialogue, mechanisms are being developed between participating countries alongside relevant labour international organizations to exchange new ideas and experiences on best practices that will support and strengthen bilateral and regional cooperation efforts and partnerships."

His Excellency said in a press statement that, "The study which is conducted between the UAE, India, and Nepal will culminate in a report that provides a comprehensive analysis of the international labour recruitment industry's structural features and the inter-relationships between its various stakeholders from prospective workers, to sub-agents, to agents, to recruiters, to employers. The study will also develop a

set of recommendations to address the structural flaws within the industry."

The parties have also agreed to grant each of the Indian Institute of Management – Ahmedabad (IIMA) and Zayed University separate non-exclusive licenses to use the data generated from their respective activities under the Project for educational purposes.

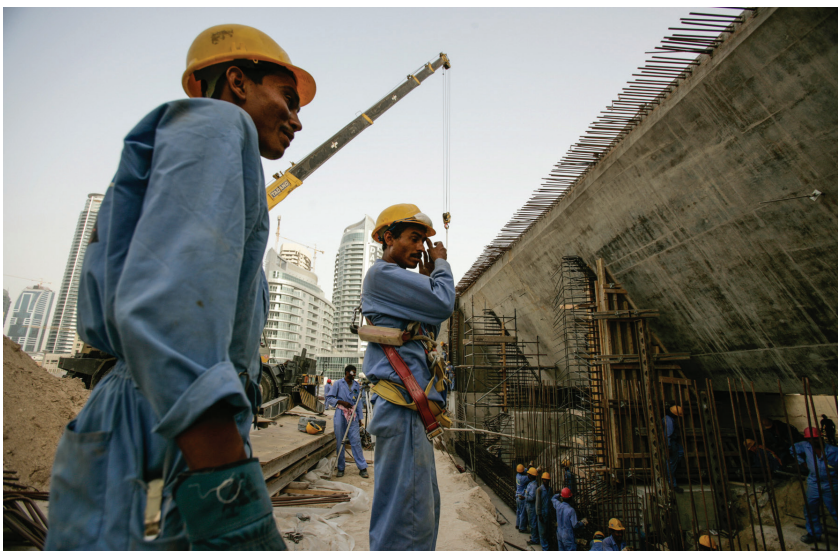
For his part, IOM Director General Mr. Swing, thanked the United Arab Emirates, Ministry of Labour and relevant entities that will contribute actively in the organization's agenda.

Regarding the selection of migration corridors to study, IOM has selected Kerala and Nepal to UAE for several reasons, "The main reason was both have sizeable recruitment industries with large numbers of workers going to Gulf states, and both have well capacitated management studies institutions capable of taking on the research," Swing said.

He further explained that the migration to the Gulf is more established in Kerala while it has only more recently emerged in Nepal. "Thus the study will allow us to look at potential differences that exist based on the maturity of the recruitment sector in different locations.

Ministry of Labour starts issuing administrative fines for labour offences

23 types of fines for different violations



The Ministry of Labour has started issuing 23 administrative fines for labour offences on employers as well as recruitment agencies, as per the Cabinet's decision. Employers now have 60 days to renew work permits from the expiry date or issue a new work permit from the date an employee enters the UAE or for the adjustment of the employee's status. A 60-day period is granted to labour contracts that should be submitted to the Ministry of Labour failing which a fine of AED 500 will be imposed.

Firms will be fined a AED 100 per day in case of delay for not issuing a special task work permit and are required to submit it to the ministry within 30 days from a labourer's entry date and not renewing their labour cards after 7 days from the expiry date.

The ministry will impose AED 10,000 fine for violations such as failure to register under Wage Protection System

The Ministry will impose AED 20,000 fines against firms not complying with Emiratisation practices in totality, with MoL housing standards, hiring employers without actually using their services for more than two months, non-complying with procedures related to hiring UAE citizens, not responding to the ministry's appeal when called upon, not taking action against unreasonable employee absences ap-

proach the ministry with false absence claims against the employees or provide incorrect documents to the Ministry.

The ministry will impose AED 10,000 fine for violations such as failure to register under Wage Protection System, lack of commitment to occupational health and safety standards, not following the procedures to ward off workers' occupational risks, failing to notify the ministry about work accidents or occupational diseases or deaths, and failure to rectify housing standards violations during specified time limit by the ministry.

A fine of AED 5000 will be issued on employers who are found to be asking the workers to fictitious documents stating they've received their dues or asking the employees to pay recruitment fees and expenses or deducting the amount from their wages.

The fines for violations could go up to AED 50,000 if a firm forced labourers to work during mid-day break hours, entered incorrect information to the WPS, or not paid wages through WPS for over 60 days.

Private recruitment agencies should speed up renewals else they would be liable to fine of AED 1,000 per month of delay. This fine increases to AED 2,000 for Temporary Employment Offices.

UAE witnessed an increase in the employment rate with unprecedented record over the past 44 years

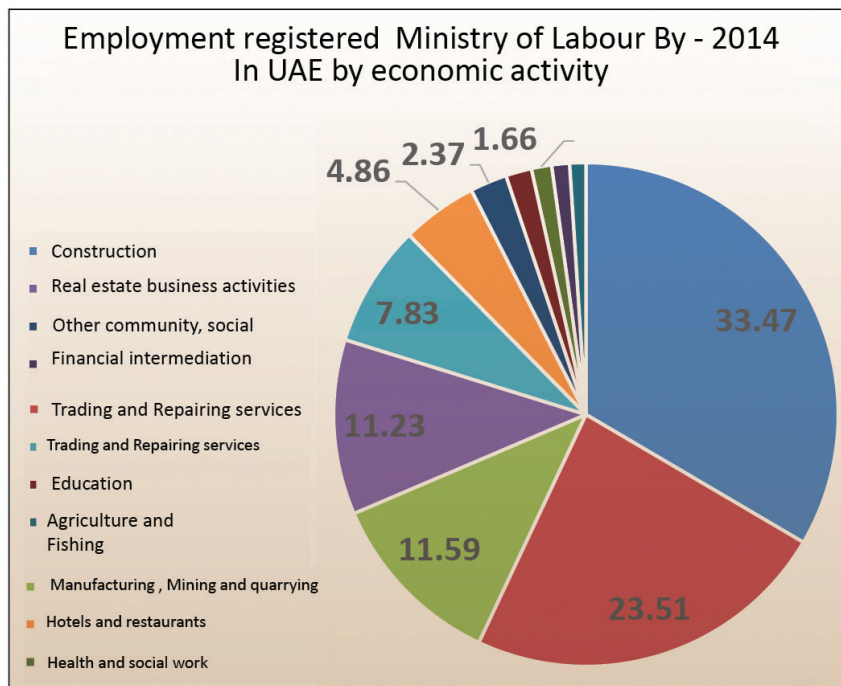
Bin Deemas: Labour market indicators reflect the strength and growth of the UAE economy

The Ministry of Labour announced that the labour market in the UAE witnessed over 10 per cent rise in employment rate in 2014 compared to 2013 with the number of workers reaching 4,417,000, a growth witnessed for the first time in 44 years.

His Excellency Humaid Rashid Bin Deemas Al Suwaidi, Assistant Undersecretary of Labour Affairs, said “The ministry issued nearly 1,212,000 work permits in 2014 and during the same period there was termination of work relations for about 821,000 workers.”

He said out that the 2014 statistics confirmed the strength and growth of the national economy across its different sectors. Particularly if we consider employment rates to be a reflection of the demands for more workforce by different sectors as a result of the economic growth. We also noticed significant mobility among private sector enterprises, especially highly skilled ones. Construction sector topped the list of major employers and had 34 per cent share in total employment with the number of workers in the sector reaching 1,500,000.

It was followed by the business sector where the number of workers was 1,050,000, which is 24 per cent of total employment; followed by industrial sector with about 12 per cent of the total at 500,000 workers. These three sectors together accounted for about 70 per cent of total employment in private sector establishments registered with the Ministry of



Health sector led the list registering a 25.4 per cent increase during 2014

Labour. Talking about the fastest growing sectors in terms of employment, Al Suwaidi said health sector led the list registering a 25.4 per cent increase in the number of workers. Real estate estate, leasing, and business services sectors came next with an 18.6 per cent growth, followed by hotels, restaurants, transportation, and storage sectors, at 12.3 per cent.

Al Suwaidi said the fact that the health sector leads the list of the fastest growing sectors in employment rates, is an indication of a trend towards a knowledge-based economy and the interest in promoting this sector due to its significance as a service provider to nationals and residents in the UAE.

The Assistant Undersecretary of Labour Affairs also explained that first and second class employment in terms of skill levels recorded the highest percentage in terms of the increase in the number of workers by 14 per cent; while third, fourth, and fifth class employment increased by 9 per cent. This, added Al Suwaidi, indicated that the labour market is increasingly at-

tracting talent and expertise in specialized and technical professions. This also shows the requirement of the private sector for specialized and technical personnel, which is the result of UAE's focus productive employment. This, he added, further drives the economy to be knowledge based.

According to the classification adopted by the Ministry of Labour for employment, first class employment includes specialized occupations, which require a high degree of scientific, technical, and executive skills and a university degree at a minimum. Whereas second class employment includes technical occupations which require the availability of "cognitive, scientific and technical" abilities; practical and supervisory skills with a 2-3 years degree from an institute post high-school on average.

Third class employment in terms of skill level requires practical and technical skills that cover the entire scope of the job, and a high-school degree. While the fourth class employment skill level includes occupations which require the availability of practical and technical skills that cover part of the job and in this category individuals need to be prepared and trained for two years on average. Fifth class employment is considered a limited skill category

62.5% Increase in labour transfer cases during 4 Years

ry and includes occupations that require the availability of practical and technical skills related to a small part of the job and can be acquired during training in less than a year.

Al Suwaidi said mobility in the number of workers, who transferred to other facilities last year, after the implementation of the new transfer system in 2011 compared to the period before the implementation of the system, is a positive reflection of the system on transfer flexibility and market stability, which comes in the context of the implementation of the Ministry of Labour's strategy through an integrated system of standards, policies, regulatory tools, institutional partnership and outstanding services.

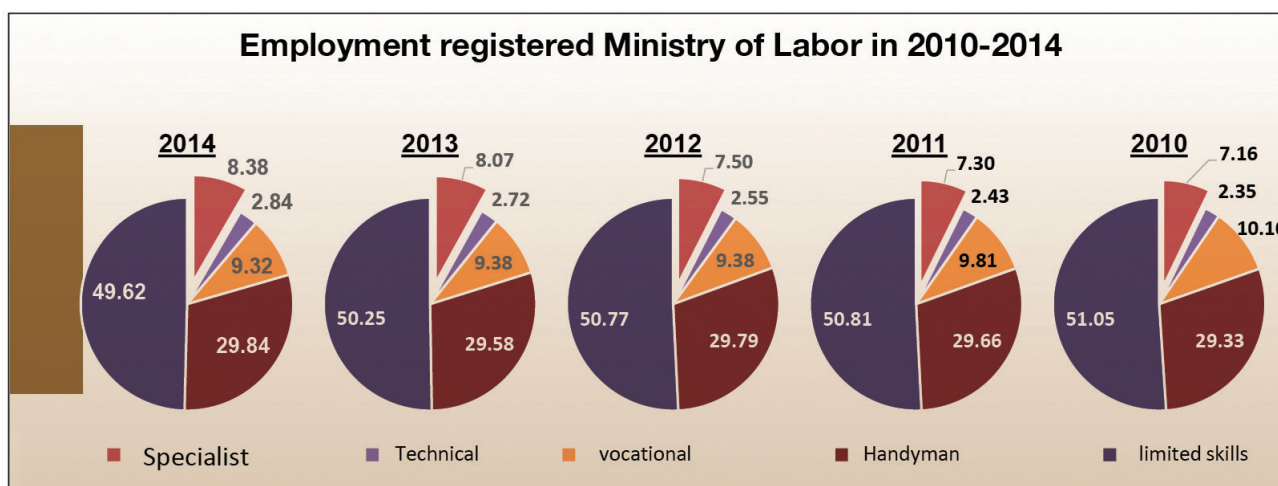
He also explained in this context that the total number of workers, who transferred to other facilities during 2011 before the implementation of the new transfer system was 105,000, whereas transfer cases in-

creased exponentially during the years following 2011 to reach 170,000 by the end of 2014, an increase of 62.5 per cent.

He also said that the rate of increase in the number of workers listed under first and second class employment who transferred to other facilities during the previous year was 14 percent; while the increase in the third, fourth and fifth employment classes was about 7 per cent.

The new transfer system is based on two basic requirements that make a worker eligible for a new work permit immediately authorizing him to transfer to another facility. First, both parties (employer-employee) need to consent to the termination of the work relation; and, second, the employee has spent at least two years at the previous workplace.

Cases of exemption from the first requirement include employees whose previous employers have violated the terms of their contract. As for exemption from the second requirement, it includes employees who wish to enroll in a first-class employment skill job with a minimum salary of AED 12,000 or a second-class employment skill job with a minimum salary of AED 7,000 or a third class employment skill job of a minimum salary of AED 5,000.



Ministry focusses on protecting workers rights and labour market stability

Labour Ministry conducts 332,000 inspections to check labour violations

In line with its efforts to protect workers' rights and ensure labour market stability, the Ministry of Labour conducted 33,200 inspection visits during 2014 on private sector facilities registered under the ministry.

His Excellency Maher Al Obed, Assistant Undersecretary for Inspectional Affairs said, "The inspections sector in the Ministry of Labour is following a strategic plan with two key goals, firstly to control the labour market and

secondly, to educate and guide labour parties about their rights and duties towards each other. This embodies the ministry's strategy to create a stable labour market and a productive workforce to promote a competitive knowledge-based economy that revolves around UAE citizens." He said the inspectors have carried out over 288,670 inspectional visits to check whether the private sector organizations were fulfilling their commitment toward providing housing for laborers in accordance with the rules as well

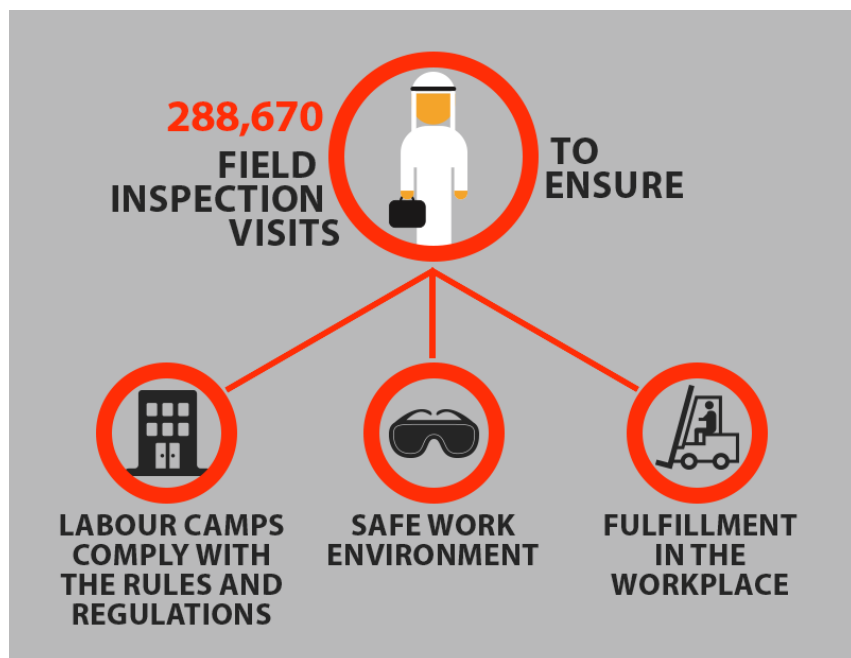
as abiding to occupational health and safety measures.

The inspectors noted 17,217 violations and took appropriate measures against the defaulters.

As many as 479 facilities were referred to the Public Prosecution for further action due to non-payment of wages for over two months (107 facilities); fake identities (167) with no signed contracts with its employees for canceling the trade license without cancelling labour cards or they do not exist in the first place.

Another 62 facilities allowed workers to work for other companies without any permission and 115 facilities hired blacklisted laborers. Eleven companies provided incorrect documents to the ministry and 17 were found to be operating as a mediator or temporary employment agencies breaking labour laws.

Following the inspection visits in 2014, the Ministry has refused to service 2050 facilities for violating labour laws, and it imposed fines on 14. During the year, 2,280 companies took corrective measures to rectify the violations.



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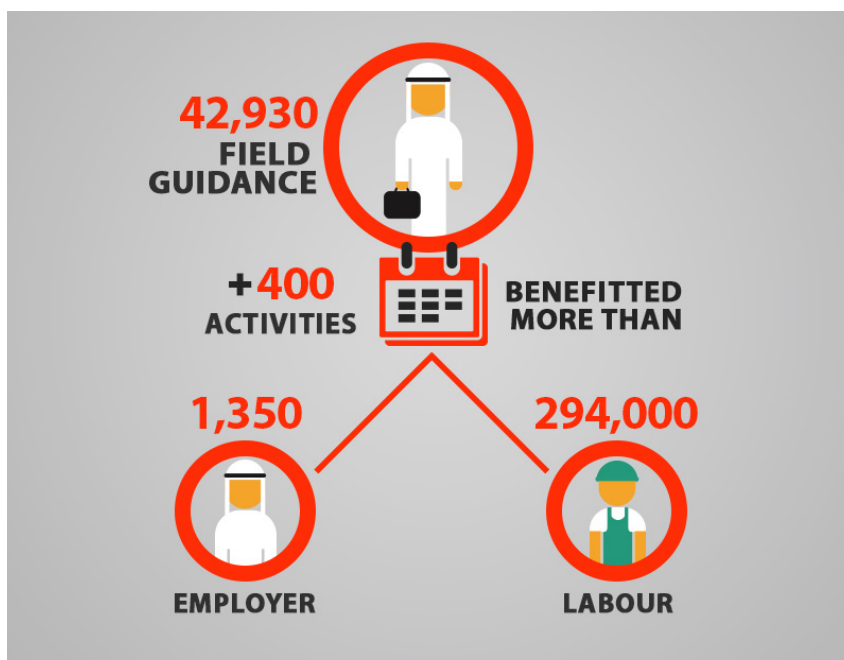
On inspection visits related to work sites and housing environments, Al Obed said, "There were 8,888 visits at the labour camps to detect minor offenses that do not pose any major health and safety risks for the workers. The ministry issued warnings to fix such irregularities. It also decided to stop services to some facilities found guilty of major violations and fined them, whereas many others were issued administrative fines.

"As many as 4,614 inspectional visits were carried out at work sites to check occupational health and safety measures being followed and majority companies were found to be adhering to the norms," Al Obed said.

The inspections sector in the Ministry of Labour, in partnership with the Ministry of the Interior, carried out more than 44,400 daily visits to follow up on the employment situations within facilities.

Of these, 34 major inspectional campaigns were conducted between during which 528 workers were found violating the law and were referred to the public prosecution with reference to the departments of residency and foreign affairs.

The Ministry of Labour took the necessary measures against facilities that hired them illegally.



The Assistant Undersecretary for inspectional affairs also said the Department of Anti-Human Trafficking, which was established by the Ministry of Labour in 2010, carried out more than 2370 visits last year to monitor offenses against workers, stressing the ministry's keenness to cooperate with concerned authorities in the country, led by the National Committee to Combat Human Trafficking.

Al Obed explained ministry carried out field trips included programs and special events to raise awareness and guidance over the past year, "More than 42,930 field visits were carried out, in addition to more than 400 activities where 294000 laborers and more than 1350 employer benefitted, thanks to the guidance provided by the mobile units of the Ministry.

He said the wage protection system had proved highly effective in pro-

tecting workers and they can also lodge complaints related to wages on the Ministry's website.

The inspectors maintain confidentiality while handling these complaints. Al Obed said the Ministry will be using several new inspection tools to analyse reports related to internal regulations such as protection of wages, complaint records and work permits.

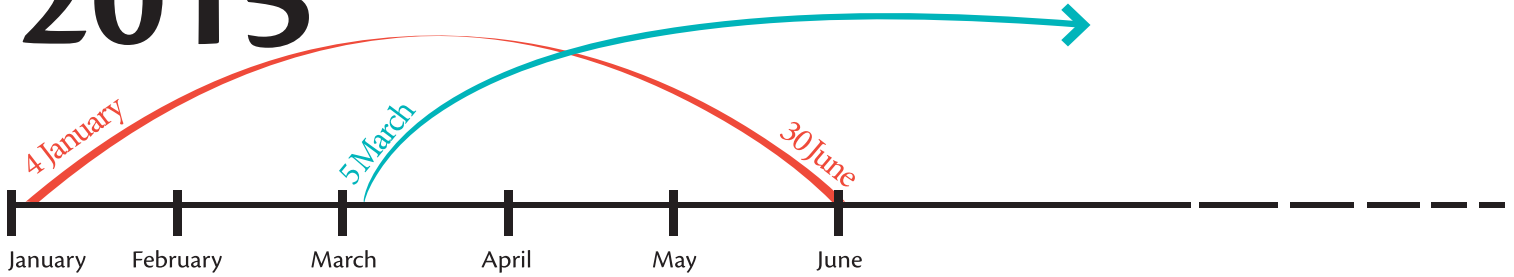
"The system, based on the data analysis, does the processing based on degree of risk and accordingly prioritizes them for a follow up by the inspectors using intelligent inspection equipment to ensure speed and accuracy of the inspection process."

Another tool, a self-evaluation system allows the facilities to electronically evaluate themselves in terms of size and number of workers etc., following which inspectors visit the facility to ensure accuracy of data furnished by the facility.



Labour Cards Fine Settlement Grace Period

2015



➤ From Jan 4th till Jun 30th 2015:

Fines will be reduced per labour card over the mentioned period after Dec 31st 2014 to 1000AED only.

➤ Starting Mar 5th 2015:

A fine of 500AED will be slapped on every employer for not issuing a labour contract within 60days from the employees' entry date or change of residency states.

*an extra 500AED adds up per month delay.

➤ Starting Mar 5th 2015:

A fine of 500AED will be slapped on every employer for not renewing or issuing a work permit within 60days from the expiry date.

*an extra 500AED adds up per month delay.

Fines can be paid at Service Centers (Tas'heel) or through the MOL App

What is the fine grace period?

It's a time period, implemented by the Minister's Cabinet to settle labour card fines after Dec 31st 2014.

How long is the grace period?

Starts from Jan 4th till Jun 30th 2015

How much is the fine?

1000AED per labour card only.

Are there any additional fines if the employer didn't pay during the grace period?

Yes, each employer will be fined 500AED for not issuing a labour contract within 60days from the employees' entry date or change of residency states, employer will face another 500AED fine for not renewing or issuing a work permit within 60days from its expiry date. Both types of fines will increase 500AED per month delay.

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Labour Dispute Department detects fake facility

Complainant alleges brother of misappropriating AED 1 million

The Labour Dispute Department has detected a fake facility while resolving a dispute between two brothers.

The Labour Relations Office of the department in Abu Dhabi received a complaint from the owner of a facility of misappropriation funds to the tune of AED 1 million. The owner requested that the work permit of his brother, be cancelled pointing out that he owned another facility and was working there as well.

In his statement to the Legal Advisor, the complainant admitted on giving permits for residency to his relatives through one of the two facilities he owned, one of which, the department found, was fake.

He came forward to file a complaint and sought cancellation of his brother's work permit after the two brothers had dispute and the complainant alleged that his brother embezzled funds and refused to return those.

The defendant brother admitted that he worked for another facility and disclosed that the facility was not registered. He also admitted



that he was depositing AED 4,000 every month in a bank to show it as his monthly income, from the fake facility.

He said he did not want to cancel his work permit as he did not receive his end of service dues for working at the facility that belongs to his brother. He also termed the allegation of funds embezzlement as false.

Based on what has been stated in the complaint and confessions by both brothers; the employer and the employee, the labour relations office has referred the case to the

General Prosecutor's Office to take necessary measures against the violations.

According to the labour law, a fine of AED 50,000 will be imposed on each owner found to be allowing his employees them to work for others without abiding by the prescribed terms and conditions and without obtaining the necessary permissions. The law states that fines multiply according to the number of labourers and could go up to AED 5 million. The owner could also stand to face imprisonment if he repeated the same offense.

112000 download Ministry of Labour's smartphone app

Labour transactions in less than 3 minutes

Al Dhahiri: Smart Solutions have brought a quantum leap in services delivery

Residents using Ministry of Labour smartphone app were able to complete their transactions, including renewal of work permits, within less than 3 minutes. High rate of customer satisfaction resulted in 112,000 people downloading the smartphone app.

The Ministry of Labour received the best government services via smartphones award at national level from the Economy and Commerce sector during the award's second edition.

His Excellency Mubarak Saeed Al Dhahiri, Undersecretary of Ministry of Labour, said that with the prosperity and growth of the business sector in the UAE and the increase in demand for the ministry's services,

the ministry deems it necessary that its strategic plan includes several initiatives to promote modern technological applications in line with initiatives toward smart government transformation as per the directions





Award ceremony

of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister, and Ruler of Dubai.

Al Dhahiri said winning the best M-Government Service Award in the Trade & Economy category during the recently held Government Summit, confirms the ministry's keenness to excel in service delivery through smart phone applications in accordance with an operational plan that meets the aspirations and needs of users.

He also stressed that the ministry's mobile app has resulted in a major leap in service delivery and enhanced communication with users both employers and employees, in addition to simplifying procedures to meet users' needs, which effectively contributes to the control and regulation of the labour market in the UAE.

The app gives information about ministerial decisions, actions developed and public holidays on its main page and keep customers updated

Nabil Al Zarooni, Deputy Director of the IT Department at the Ministry of Labour, said, "Using this app, customers can get various transactions completed smoothly and quickly. It is effectively contributing toward monitoring and regulating the labour market."

Giving details of the services available through the app, he said apart from basic information, the

application also provides procedural and inquiry services. "It has been developed to serve all members of the community, whether they are employers or employees."

The Ministry's app can be downloaded on Apple and Android smartphones, tablets and PCs in Arabic and English.

The app gives information about ministerial decisions, actions developed and public holidays on its main page and keep customers updated. For employers, the app offers work permit fee payments or cancellations, registering complaints against absent employees, viewing transactions on hold and also services related to the inspections sector.

They can also view list of establishments listed under their



Saleh Hussein



Ayman Abdul Baqi

Brainstorming sessions to design an app that meets the customer's expectations

The team responsible for developing the smartphone application reviewed proposals for different designs that are appropriate with the nature of the provided services by the ministry, launched a set of questionnaires to identify the needs of customers and their level of education and culture and held several brainstorming sessions to ensure that the app helped achieve the goal of providing information and completing transactions.

The ground work for the app went on for two months, several workshops were conducted and the team came up with four designs which were assembled into one that took into account

simplicity and generate the lowest possible number of steps to complete any transaction.

The technical team that came up with the application mainly from the Ministry's Services Development Department, formed focus groups with a number of customers, in collaboration with the Department of Customer Relations, to note down as many observations as possible and suggestions about the optimal design of the application, something which confirms the ministry's keenness to approach excellence in providing services through smartphone applications according to its operational plan.

"It has been developed to serve all members of the community, whether they are employers or employees."

name, expiration date of their license, status of each establishment and read about deactivated ones.

The 'Notifications' section on the app gives reminders on renewal of work permits, labour cards, trade licenses or transactions with the ministry, helping users avoid any violations or fines. App users can also track transactions by entering the transaction number in the space provided.

The application also allows workers to check their employment contracts, file complaint for not receiving their salary.

In addition, the users can view, on home page labour laws that regulate the labour market, as well as the ministry's strategy and vision, mission and other services.

"Renewing work permits is the most commonly used service on the app, followed payments toward the initial approval for obtaining work permit, retrieval of bank guarantees, updating data on work permits and trade licenses," said Al Zarooni.

"During 2014 and throughout the development process of the application, the team held numerous

brainstorming sessions and learnt about best practices of other entities best practices to come up with the third version of the application, which has gained excellent reviews and 86 per cent customer satisfaction level,” he added.

Customers, who use the smartphone app, said they were able to complete transactions in as less as three minutes and appreciated the ministry’s initiative toward customer convenience and awareness.

Saleh Hussein, a Public Relations Officer at Massoud Al Ameri, a company engaged in providing electronic services, said: “The MoL smartphone app considerably reduces in completing transactions.”

Ayman Abdul Baqi, another app user, said his transportation

Beehives embody the principle of teamwork

The homepage of the MOL smartphone application was designed in a beehive form- this new innovative design embodies the idea of teamwork, which meets quality and accuracy requirements in addition to excellence in the provision of its services that are offered at any time and from any location. These geometric shapes of the page, which represents overlapping structures of art in a very unique creative way, allows the technical team to insert any future improvements on the homepage of the Smartphone application.



company, has helped business owners greatly.

“Permits transactions took nearly two hours to complete earlier, but now and through the Ministry’s app, we complete it within a few minutes,” he said.

Majdi Al Shayeb, owner of a company specializing in retail sales, thanked the Ministry of Labour for launching the smartphone application and giving private sector the ease of completing their transactions rapidly. He said the app has provided his company with very useful e-solutions, and saved him and his staff lots of time and effort to complete labour related transactions.

Private sector is an ideal platform for Emiratis seeking career growth, excellence and creativity

Fouad Ghumem is an Emirati public relations officer in a private organization

Fouad Ghumem, an Emirati, exemplifies how success depends more on one's attitude to work and how private sector can offer equal opportunities for career growth.



The organization he works for has been highly supportive

Going against the common perception that as an Emirati, he should he should stay away from private sector, Fouad Ghumem took up a job as a Public Relations Officer eight years ago with a private company.

Talking to «Al’Amal» magazine, he said his work has provided him with immense opportunities to learn, grow and enhance his creativity.

“The government’s initiative of localizing PRO professions in private sector firms with more than 100 employees is excellent and has opened numerous opportunities for the nationals,” he said.

“I was conscious from the time I started my work and wanted to prove that a UAE citizen is as capable any talented employee from another place could be. I worked hard.”He said he never considered his position as merely “an intermediary document transporter” between the private company and the government.

“I soon felt that this profession is an ideal platform for someone looking for success and personal development, especially as bring a PRO needs one to be active and ambitious, have strong communication skills alongwith the ability to handle stay updated on the transaction related requirements,” he added.

The initial phase of his career was not free from challenges. “Particularly



Fouad Ghumem

since I was not familiar with the procedures. But my persistence paid off and soon I was able to handle the work with ease and became an important link between the property that I work for and other parties- both private and public.”

He said he focused on developing professional relationships, which is one of the necessities for success in his profession.The organization he works for has been highly supportive, he says.

“I highly appreciate the support I have received at work and it has contributed a lot to develop my understanding of the nature of my profession, facing challenging situations with ease and adapt to the requirements of the new job,” he added.

A friendly and stable work environment is crucial to an employees’ success at work, said Ghumem. And Ghumem did not get complacent. He continued to add to his skills and focused on gaining more experience about the changing requirements in labour

A friendly and stable work environment is crucial to an employees’ success at work

market changing requirements in order to becoming highly productive.

“After I learnt the initial requirements for success in my profession, I also began noticing how important it is to read a lot, stay updated, do research. I read the UAE Labour laws and ministerial decisions related to my daily tasks, as well as permanent access to the latest developments and news with this regard,” he said.

Specialized workshops and training can also help hone one’s work skills in a big way, especially when one is starting a new job, said Ghumem. Young Emiratis, who feel they have the skills to get in public relations, must go ahead and join as this profession values your skills and greatly enhances your capabilities, he concluded.

For more information, visit the website of the Ministry of Labour www.mol.gov.ae

Here you can get details of the services provided by the Ministry of Labour for its clients, including the procedures, required documentation and conditions to be fulfilled.

Obtaining a new electronic work permit

A service provided by the Ministry of Labour to firms seeking new electronic work permits/ labour contracts with 2 years period.

Secure service requirements:

1. Colored photograph of the employee with a white background.
2. Copy of the entry permit.
3. Valid copy of the medical examination.
4. Three copies of the new employment contract signed by the first and second parties and stamped with the establishment's seal.

Conditions:

1. The firm should own a valid trade license.
2. The employee should be medically fit.
3. The firm should be listed in the special category.
4. The establishment should have an electronic signature card.

Procedures and steps to provide the service:

1. Print the electronic labour card/employment contract request and scan the required documents at the 'Tas'heel' service centers or through establishments participating in the Ministry's e-forms program.
2. Check if the above conditions are satisfactory.
3. To follow-up on the application status, the applicant can use the Enquiry Services by visiting the Ministry's portal www.mol.gov.ae
4. The electronic employment contract and permit can be printed by registering in E-Netwasal Services or through service centers "Tas'heel"

Average completion period of the service:

- Two working days

Channels of service delivery:

- Through 'Tas'heel' service centers or through establishments participating in the Ministry's e-forms program.

Times of service delivery:

- Saturday to Thursday
- From 8:00am to 8:00pm

Renewing electronic labour permits and contracts

The Ministry of Labour offers firms the ability to renew electronic labour permits and contracts for two years.

Service requirements:

1. Colored photograph of the employee with a white background.
2. Copy of the old employment contract.

Conditions:

1. The firm should own a valid trade license.
2. The establishment should have an electronic signature card

Service Procedures:

1. Renewal Applications shall be printed and submitted at service centers "Tas'heel", or through establishments participating in the Ministry's e-forms program.
2. Electronically check through the Ministry's database for verification and make sure that all required conditions are met and documents are in place
3. If the requirements were met, the permit and contract will be electronically approved and renewed.
4. To follow-up on the application status, the applicant can use the Enquiry Services by visiting the Ministry's portal www.mol.gov.ae
5. The electronic employment contract and permit can be printed by registering in E-Netwasal Services or through service centers "Tas'heel".

Average completion of the service:

- Two working days

Service fees, if any:

1. Renewal of a business card for two years:
2. First category (A) 300 AED (B) 600 AED (C) 1500 AED
3. Second category AED 2,000
4. Third category AED 5,000
5. Renewal of a Labour card for those who exceeded the age of 65 for two years is AED 5,000

Channels of service delivery:

- Through 'Tas'heel' service centers or through establishments participating in the Ministry's e-forms program.

Times of service delivery:

- Saturday to Thursday
- From 8:00am to 8:00pm

This column allows the readers to submit their questions related to employment issues and they will be answered by legal specialists at the ministry.

You can communicate with us
:through e-mail
magazine@mol.gov.ae

Answering the inquiries -Mohammed Ahmed Mubarak, Director of Labour Relations Office, Ministry of Labour, Dubai



This Issue's Question :

I work in a private firm and went on a sick leave some time due to emergency. The company refused to grant me a paid sick leave, which was an emergency circumstance. What is the suitable legal action in this case?

Legal Answer

According to articles 82, 83, 84 and 85 of the Federal Labour Law No. (8) of 1980, the sick leave issue for workers in the private sector is as follows:Should the worker sustain an illness not caused by an occupational injury, he must notify the employer thereof within a maximum of two days. The employer shall take the necessary procedures to expose the worker to a medical examination immediately in order to verify the illness. The worker shall not be entitled to any paid sick leave during the probation period. However, if the employee falls

sick after completing the three month probation period, he/she shall be entitled to a sick leave not exceeding 90 consecutive or non-consecutive days for every year of service. These days are calculated as follows: the first fifteen days are with full pay, the following thirty days are with half pay, and the following periods are without pay.

According to Article 84, the worker shall not be entitled to wages during the sick leave should the illness directly arise from behavior of the worker such as the consumption of alcohols or drugs. Article 85 of the Labour Law states that the employer may terminate the service of the worker subsequent to the exhaustion thereby of the sick leaves set forth in Articles 82,83 and 84 hereof , should he not be able to report back to his work .

In such case, the worker shall be entitled to the end of service gratuity in accordance with the provisions hereof. The employer is entitled to request an official medical certificate to support the employee's absence during the sick leave period. If it is proved that the cause of the exhaustion was due misconduct, such as the consumption of alcohol or drugs, a sick leave may not be granted, and if the employee was found working elsewhere during their sick leave period, the employer has the right to take dismissal action.





Employs 130 people in IT firm, branches spread across other emirates

UAE's business friendly environment motivates expat to set up own venture after working for a company for 10 years

UAE's business friendly environment prompted Jordanian expat to set up a business venture after putting in 10-years of service with a private firm.

Today, Tahseen Al Otaibi's firm has 130 employees and has opened branches across other emirates as well.

"The UAE provides an ideal ground for entrepreneurs. From the infrastructure, to professionalism and ease in setting up a business, the UAE highly encourages enterprise," he told Al'Amal.

Al-Otaibi landed in the UAE from Jordan in 1998 and began a journey in successful career. He joined as an engineer for technical support and by 2002 was promoted to the position of director technical support. He continued progressing and soon rose to the position of a deputy director general for the gulf region of his organization.

"Every manager should work with his team and always keep his employees motivated and positive"

It was in 2008 that Al-Otaibi decided he wanted to experience real success on his own. "I was very encouraged by the success of many people who started their own ventures in Dubai. I quit and launched my own IT project," he said.

Establishing a business was smooth but amid high competition did require its share of strong

efforts, determination to succeed, persistence and positivity.

It was around the same time that global economic crises started showing its impact on many businesses. Al Otaibi says he also faced the challenge of emerging a winner as there was stiff competition and pressure to maintain high levels of quality and excellence.

But he continued and was soon able to gain a solid customer base and emerge successful.

"In about a year, my company began to earn what I was waiting for, success began to sparkle and the company became known for its excellent services- proving



that if you have the strength and determination to move forward on the road of excellence, there is no stopping,” he added.

Over the years, his IT company has continued to grow and today it employees 130 people across four sectors.

“The number of clients rose significantly and we now have a wide business network with branches across other emirates too.”

Al Otaibi is determined on continuing this journey to excellence and is higher motivated by the vision of UAE’s leadership.

“The company’s plans for future have been very carefully chalked out and we aim to continue growing further through the use of most advanced technologies and meet the aspirations of our customers,” he said.

As him about advise on setting up a new business and he advises good planning, patience, determination and no compromising on standards of excellence. “Every manager should work with

his team and always keep his employees motivated and positive. It will reflect positively on the company’s growth and it will be able to be successful and exceed its goals.”





His Excellency Ahmed Luqman, Director General, Arab Labour Organisation (ALO), in an exclusive interview with Al'Amal on the 50th anniversary of the ALO.

Ahmed Luqman: The ALO has a strong presence in the Arab world



His Excellency Ahmed Luqman, Director General of the Arab Labor Organization (ALO), said “The ALO has a strong presence in the Arab world and has made strenuous efforts over the past five decades to achieve its goals, by following rules and charters to cope with different types of conditions while having a practical view at the same time, and has continued working toward a better future.”

In an exclusive interview with «Al'Amal'» Luqman said that the relationships developed between the ALO and governments, employers as well as workers, were never as strong as they are today. During the dialogue, which coincided with the 50th anniversary

of the Arab Labour Organization, Luqman said, “Through literature, documents and activities of the organization, the worsening unemployment situations and the need to pay attention to this issue has been pointed out.”

Excerpts from the interview:

It has been 50 years since the establishment of the Arab Labour Organization. How do you evaluate the efforts made during this period?

The ALO, like other organisations that work within the framework of the Arab League, has faced its share of ups and downs, but the organisation has maintained its prestige and trust with its member states and the three production parties-governments, employers and workers- probably due to the

nature of its structure which has granted it unlimited movement that other Arab institutions can't enjoy and perhaps the nature and sensitivity of the issues it tackles.

In spite of the adverse conditions that the Arab region has faced during certain periods of time, and even amid the apathetic and deteriorating relations between Arab and regional countries, the concerns about presence and participation of all the countries was an essential element. Not to forget the labour market movements, training, social security, and other issues that put a certain pressure in a way that you can reduce its impact on the main results, but surely you cannot neglect those issues, the ALO was strongly present in the Arab world, regardless of the conditions and circumstances it faced.



Those who closely observed the organization's path over the past five decades find it has made great efforts to achieve its goals by following rules and charters to cope with the conditions in the Arab countries while having a practical view of the reality and hopes of looking forward and beyond.

What will be the organization's priorities in the next stage?

Fortunately the organization has so far been able to find social and economic partners such as the unified Arab Employment Contract project, which targets minimizing rates of unemployment, and the Doha Declaration on Financing for Development (November 2008), in addition to the Riyadh Declaration Towards Social Protection and Sustainable Development.

Therefore, an attempt to carefully activate the above will be a major

element in the organization's agenda in the coming period. Particularly as operating issues, labour market movements as well as social protection issues have taken an unprecedented attention, mainly after 2011 with the Arab governments putting these issues on priority and any effort made by the organization in this phase will be appreciated.

Also, carefully including and implementing classification standards of occupations valid for application within Arab countries, in addition to continuing issuing policies with regards to the existing situation and the movement of Arab labour markets, alongwith statistics. It will be useful for the organization and for Arab states to build on a methodology to deal with the current situation in a scientific manner as per the circumstances which different from one country to another and thus

give Arab leaders an opportunity to realistically deal with economic and social files based on facts and outputs not just estimates.

... And how do you perceive ALO's future?

There is an attempt ,within the current scope of the Arab League, to re-evaluate and reduce the number of Arab institutions according to its needs. I agree with the view that Arab organizations should be established according to their needs and not to create jobs. I disagree with views that emphasize on self-financing, as I've also mentioned during a meeting for the Arab League that if they agreed on keeping self-finance as a standard, then the ALO should be the first to be shutdown.

But I do not think that Arab governments reason in such manner and they have a much wiser approach.





The current situations require you, as an Arab group, to establish a foundation that deals with issues and provides a realistic and acceptable solution in context of the surrounding circumstances as well as deal with international institutions to support Arab interests.

The ALO is a hub that discusses issues according to the requirements and priorities of this region, so the next stage will witness significant shifts towards technological developments, as the ALO becomes a mediator between different parties without causing any damage or hurrying to cope without giving enough time to change, and while keeping expenses within limits.

Development is required and is necessary, but making the arrangements toward a useful development is more important than starting the process itself.

That's why supporting and maintaining the organization is vital, perhaps more than ever, especially as it is the only Arab Organisation which brings together governments with major society organizations. Particularly given the present day situations..

There are pleas to get rid of certain organizations including the ALO, citing reasons such as self financing, but these please lack insight. We cannot view the ALO as a financial resource, it's a partner in building Arab interests and policies, considering its role in meeting labour market needs and requirements during various stages.

What is required from member states to actively contribute to the development of the organization's performance?

It is well recognized that the Arab States' interests with its

three production parties are well appreciated, respected and admired, and if we want to support the organization, financially supporting it would be a great start. The increased budget will help supply technical expertise to attain the desired goals and results.

And I think as more Arab countries show their confidence in the organisation and in making it a partner in dealing with international institutions such as the ILO International Organization for Migration (IOM), the World Bank and others, it will give them the opportunity to express the Arab point of view more clearly, strongly and effectively, instead of trying to do so on an individual level. Promoting the social dialogue through the organization will help project it as an establishment that reflects the Arab stand point in an intelligent manner.

Do you think that the organization has succeeded in strengthening the balance in the relations between the three parties of production?

I firmly believe that the relationships that we have been able to form between the production parties were never as strong as they are today.

I was keen on direct communication as I promised during my first speech after my election in 2007, either by telephone or through direct meetings or visits, to exchange opinions. I was also careful during forums which we have organized to form committees as I believe that direct communication is the best way to reach a common ground



instead of giving any chance to have misunderstandings which are tough to overcome.

I have actively sought to expand the sphere of dialogues and reach out to other channels such as ministries of economy and planning, education and training, social security and only after that we developed our expansion plans to cooperate with the Arab Economic and Social Councils.

It is true there was resistance to this development, but we did overcome it as the goals of every party were taken into consideration. The idea also helped us bring in new partners.

Also, employers' and workers organizations can play important roles in pushing development through harmony between labour and capital strengths.

What are the plans and strategies needed to reduce unemployment in the Arab world? What is required to raise the productivity of labourers?

Unemployment, which is rising amongst young people in particular, is a serious issue and can be a threat to civil peace, community security and stability. Hence, it must be paid a considerable attention by governments and not only the ministries of labour or other entities.

There must be a close link between education at various levels and between labour market needs in a way that educational programmes can be modified according to changes in market requirements. We also must seek to promote the

culture of work and its value in schools and universities to prepare our youth to take on its responsibility in community-building, as well as in attracting investments in various areas of the economy. We must support localization as well

UAE Labour Ministry, one of the most distinctive ministries

Director-General of the Arab Labour Organization said that the Ministry of Labour in the UAE is one of the most distinctive ministries in the Arab region, as it has developed its performance and systems admirably to achieve highest results when it comes to dealing with employment and labour issues and facilitate procedures with complete ease and clarity.

as granting young Arab nationals preferences after the citizens.

We must expand the training programs for the skills development of the youth as well as strongly encourage entry of women into the labour market as they hold more than 50 per cent of the total seats in different educational institutions. As for raising the worker's productivity, it is important to give them additional training opportunities and raise their skills level, either before entering the job market or even after taking up a job. This will not only improve their income level but also prove beneficial for the employers.

What steps has the organization taken in this regard?

If you go through our literature and details of our activities, you will notice we are serious about addressing the worsening unemployment situation.

We try to draw attention to this issue through events and reports we come out with.

Through our reports, which are accessible to decision-makers and forums by the Ministries of Economy and Planning, education and training institutions and social security as well as economic and social councils, we seek to establish a link between development and employment.

The organization has recognized important documents which could be used as a reference.

The organization has also launched several strategies and raised the debate at various Arab conferences and forums between the three parties of production.

These are in addition to launching the Arab Network for the labour market updates (Cairo, September 2014) to provide necessary data to support the labour market institutions through an established network that aims at solving unemployment issues and work on the development of employment policies in the Arab world.

These documents and strategies adopted by the ALO should be activated and given further attention by decision makers as it is a product of social dialogue that we seek.



10% increase in wages after 2011

UAE workers, who moved to different organisation after the reform of NOC letter by the Ministry of Labour, got more than 10 per cent increase in wages, a new study has said.

The study was conducted by professors and researchers in the Faculty of Economics at the Universities of Columbia and Pennsylvania in the United States and New York University in Abu Dhabi, for three years. During this period, the study examined as many as 427,000 workers employed in 20,300 facilities across the UAE. Half of them worked in construction sector.

Prior to this reform, migrant workers in the UAE were under a labour system based on sponsorship by firms, called the kafala (sponsorship) system. One component of this system was that

each worker was tied to one employer for the duration of their multiyear contracts.

When the employment contract expired, the employer was given the option of renewing the contract or giving a No-Objection Certificate (NOC) to allow the worker to transition to another firm.

If the employer did not renew the contract and did not provide the NOC, the visa system required workers return to their home countries for at least 6 months.

The reform in NOC letter by the Ministry in grants flexibility to the workers to shift to a new job after the end of their working relationship with the employer, thereby adding flexibility of the UAE labour market and helping to achieve a balanced contractual relationship between both sides.

The study noted positive impact of the reform, in terms of allowing employer to hire existing labourers as well as in terms of allowing workers who end their contracts to cancel it and move to other facilities according to mobility terms and conditions.

In January 2011, the UAE government implemented a policy reform that allowed migrant workers to transition to new employers after their contracts expired (on completing two years) without approval from their previous employer, or if both sides decided to end the work relation through an agreement. This translates into more competitive labour markets for both workers and the incumbent employers when contracts are renegotiated.

The researchers said the analysis looked at a three month period leading up to an individual's contract expiration, the time of the contract expiration, and the three months following the initial contract expiration.

It can vary by individual whether the month of contract expiration itself can be considered post-contract expiration because a person's contract may expire at the beginning or end of a month and they may or may not have the opportunity to transition within the expiration month itself.

The study acknowledged the period prior to the reform in 2011, where

A case study determines effects of easing worker mobility in UAE Labour Market

the worker needed an NOC letter from the employer to move to another facility at the end of his contract, or had to leave the country for six months before being allowed entry to work for another facilities.

Therefore, giving the private sector more freedom of movement, in accordance with laws and regulations, it will have an automatic impact on employers in terms of preserving their interests by creating many options for recruiting skilful workers as per the supply-demand equation.

As well as allowing the worker to move freely upon contract completion if employer commitments were unsatisfactory. Furthermore, explaining some issues related to the NOC requirement, a worker told the

research team, "At the beginning, when I gave my one-month notice to move to another job, my boss said it was fine but at the end of the month he refused but I didnt want to continue with that job."

The study confirmed that after the reform came into place, majority of employers improved their chances to attract experienced workers already employed within the labour market, and through time the internal mobility of those skilled labourer will undoubtedly increase wage levels, as well as productivity for businesses that employ skilled labour.

The study concluded by noting that the reform has also benefited workers as it gave them greater freedom to shift jobs and therefore increase their wages.

The reform has a definitive positive impact on employers in the long run.

These measures are expected to play a major role in creating an efficient labour market and enhancing competitiveness and transforming towards a knowledge-driven economy centralized by its citizens.



The Last Barrel Of Oil

What will we do if we run out of crude oil, and what will be our fate after the last barrel of oil is exported from our ports? This is the question that stirs up our minds, has been widely debated and even discussed in many plays and novels, with responses largely disappointing and frustrating- talking of returning to primitive times and becoming a workforce supplying nation, our citizens working in other countries for livelihood.

Yet with determination, His Highness Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, came forward and answered this question, saying: "If we invest in our human resources today, we will celebrate that moment when it comes." In spite of the massive challenges he mentioned in a speech, he emphasized that the UAE is well capable of conquering all the challenges.

The very next day, we saw that the UAE means what it says and is determined to emerge a winner as His Highness Sheikh Mansour bin Zayed Al Nahyan, UAE's Deputy Prime Minister and Minister of Presidential Affairs, launched seven initiatives for innovation, laying a roadmap for all to achieve the vision of our wise leadership. "It became very evident that we are facing a new phase, the phase of Innovation," said His Highness.

In his article 'Innovate or Stagnate,' His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE's Vice President and Prime Minister and Ruler of Dubai, quoted a study which said that only 11 per cent of 500 international companies set up since 1955 continue to exist in the present day competitive era, whereas the average age of companies was 75 years in years preceding that. The average age is now only 15 years in spite of present day.

The secret of the companies that continue to survive amid stiff competition is the same that has led to the progress of humanity and that secret 'innovation, change and renewal'.

The UAE government, hence, has chalked out plans and turned to these ideas under the directives of His



Qassim Mohammed
Director of Labour's Offices Department
Labour's Office Department - Abu Dhabi

Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and dedicated the year 2015 to 'Innovation'.

Keeping up with that vision, the government excellence award was launched, which represents 'Innovation' in three main areas of the system, calling for fundamental changes in practices adopted by the ministries and government bodies. In harmony and in line with this vision, 'Innovation' has become the center of attention and an essential foundation of planning across all sectors, departments and sections of government entities.

The wheel of time revolves rapidly towards change, those not embracing the change will not be able to adapt to the transformations we witness and to the new methodologies adopted by institutions and ministries that continuously work hard to create a positive environment to encourage creativity and reach new heights. You will not disagree that the basis of creativity starts from proper education and a culture of innovation in a student from early stages of educational process.

With this positive spirit and an atmosphere conducive to growth, we can be very optimistic that will leave no stone unturned to shape our future by embracing innovations. And on that day, we will all be holding hands by the port to celebrate the export of our last barrel of oil.

Excellence & Knowledge Management

The Excellence Model.

The EFQM Excellence Model from EFQM, is a holistic tool that enables organizations to assess their key strengths and performance gaps across nine criteria, which include Enablers (Leadership; Strategy; People; Partnerships and resources; Processes, Products and Services) and Results (Customer Results; People Results; Society Results; business Results).

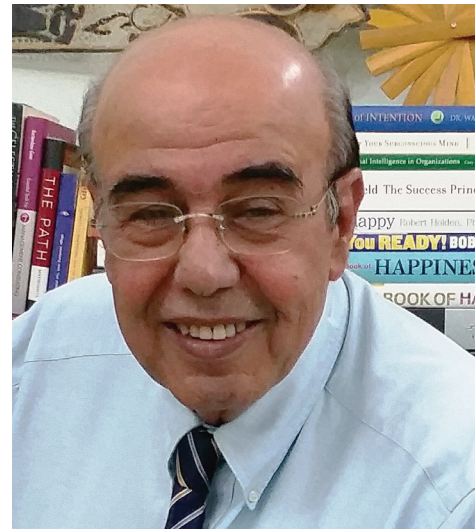
Leadership

Leaders have the ultimate responsibility for creating and implementing a sustainable knowledge management culture in the organization. To do this, the leaders must be role models and lead by example. They must demonstrate “visible leadership” through their actions and behaviors. These include:

- articulating and actively promoting a compelling and viable vision for knowledge management at the organization to all stakeholders so that it is clear how knowledge management contributes towards achieving the organization vision of world class financial management in a service and process oriented organization;
- endorsing values of collaboration and learning through the organization values;
- promoting an organizational culture which is not punitive, but provides a supportive environment in which mistakes are tolerated and corrected through a collaborative learning process, within regulatory constraints;
- developing a shared sense of purpose and working together towards the same organizational goals and priorities, amongst all stakeholders;
- Using the available knowledge resources in decision making processes and demonstrating that they do this.

KM Strategy

The organization Knowledge Management Strategy aims to provide the strategic direction for the development of a knowledge based organization and increasing the maturity level of knowledge management at organization from the current level to the desired level. The KM Strategy must be stakeholder focused and built on a vision and mission which are aligned with the organizational vision and mission to develop a “world class” organization by maximizing the use of knowledge assets. The Strategy also outlines the knowledge management objectives, initiatives and key performance indicators for organization.



Dr. Kasim Kanakri
Senior Partner – Consulting Projects

Knowledge Workers

The role of organization knowledge workers is to transform organizational and job specific experiences into knowledge through the management of knowledge creation, acquisition, storage, sharing, application and update. They act as knowledge brokers who take on responsibility for a specific “field” and act as first reference on whom to talk about a specific subject. To achieve this goal it is required of them to use organizational approved methodology, tools and techniques.

KM Processes

KM processes at organization are designed to develop effective knowledge management in order to achieve organizational goals and meet stakeholders’ needs. These processes consist of processes for managing knowledge (Knowledge Management Administration) and processes for operationalizing knowledge management activities, including creating, collecting, storing, sharing, and updating knowledge (Knowledge Management Operation).

Results

Results in the KM are caused and determined by the Enablers. Results with respect to organizational performance, stakeholders, people and society are achieved at organization through visible KM leadership which drives the KM strategy and is delivered by Knowledge Workers utilizing KM resources and processes. Organization measures results with respect to their stakeholders, people, society in general and overall organizational performance. The results are measured using perception measures/KPIs (qualitative measures of perception) and performance measures/KPIs (quantitative measures of performance).

7 things you should avoid in a job interview



Some people tend to lose focus during a job interview which could easily ruin the opportunity. To help candidates, Levo.com has come up with 7 ways to avoid common mistakes during an interview to ensure you get your dream job.

1. Introduction

Remember, first impression is very important, so approach the interviewer in a positive, professional manner. Example, don't forget to shake hands, don't lower your tone and do try to show how enthusiastic you are to work for him.

2. Lack of dialogue

Job interviews require an intelligent dialogue with the interviewer. Do not answer in haste, or come up with one after the other replies without really understanding the question first.

3. Low energy

Your tone and pronunciation could make or mar your chance. Phrase your answers in your mind as you listen to your questions and answer in a clear tone. Pay equal attention to your body language. Interviewers

are quick to check nervous behavior or attempts to oversell your skills. At the same time, do not try to be overly funny.

4. Long replies

You cannot hide bad answer during an interview with long non-related information, because it is considered a sign of tension during the interview. Ensure your answers are based on logical facts, are relevant and highlight your qualifications as a perfect candidate for the job.

5. Linking answers to job tasks

Avoid repeating job tasks during the interview, because the interviewer knows very well that you have read your responsibilities, he wants answers related to your ability on implementing these requirements and abiding to them.

6. Learn something about the company

In some job interviews, interviewees might face questions about the company's history, the number of employees or the establishment date, so do your research about the company and industry related news.

7. Mention your talents

If you have any unique or distinct talents like acting or singing or the ability to climb mountains, do not hesitate to mention it, others might not be as interesting, this could be your lucky chance with the manager, he might remember you even after the interview for sharing similar interests.

However, mention those talents in a proper context, maybe towards the end, without interrupting the actual conversation.

Mastering different levels of intelligence leads to success in various fields

Intelligence is not restricted to certain people, each one can gain expertise based on their scale of intelligence, which differs from one individual to the other,” according to Ashraf Afifi, Administrative Development Tutor.

Afifi said there are multiple scales to determine intelligence and these scales have been used internationally to help students determine their career path.

“The theory has proved that intelligence is not restricted to certain people, and everyone has his way of intelligence which is different from other human beings, based on multiple scales. For every type of intelligence there are several areas that can be mastered by a person and his level of intelligence, their mental abilities could help them pass utmost difficulties due to the level of intelligence they enjoy,” he said.

According to Afifi, following are the eight different types of intelligence:

Logical intelligence: Determining the logical relationships and rules that are built upon principles, laws and conclusions.

Visual intelligence: The power of noticing and realizing different forms and degrees of color, its consistency and understanding shapes and images in an expeditious manner plus creativity in composition and design.

Physical or sensory intelligence: Acknowledging things through touch plus the ability to control body

movements. Audio intelligence: The ability to comprehend rhythmic tunes and the ability to memorize it, re-play it then create new melodies.

Natural intelligence: Recognizing the value of nature and scenic value of plants and animals and how to invest in nature to benefit humans morally and materially.

Social intelligence: the ability to form good, strong relationships with others, work in a team spirit, lead others and understand their needs swiftly.

Self-intelligence: The ability to work alone and realize self-worth, the mind works very distinctly in deep secrecy and complexity, individuals thinking abilities are often unnoticed to others, unless the person decides to express himself.

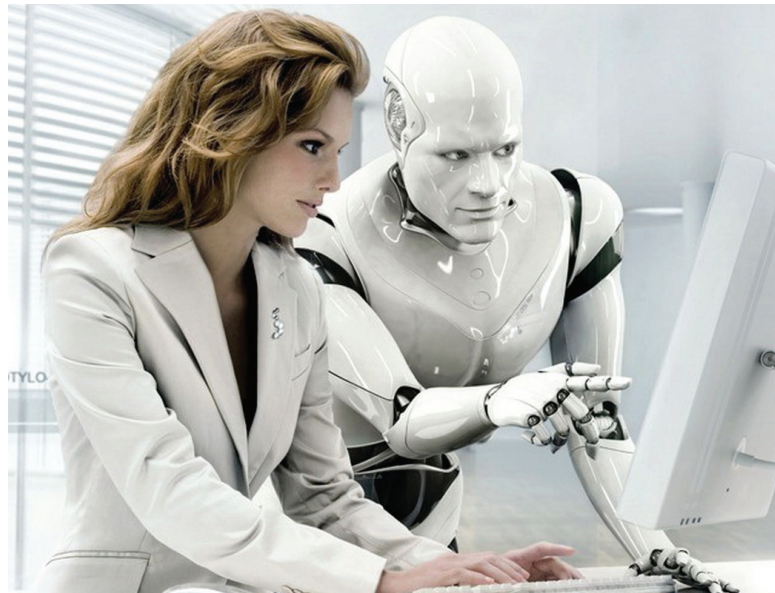
Linguistic intelligence: Mastering a language and dealing with the terminologies and vocabulary perfectly, they can easily formulate harmonious sentences and phrases.

“Learning about the different types of intelligence makes it easier to test your abilities and take the first step towards the road of success,” said Afifi.



**Technology takes over
workforce functionalities**

**International
governments
must invest
in the health
and education
sectors**



Around the time when Apple for instance declared that it achieved a record level of profits of \$74.6 billion by the end of 2014, compared to 57.6 billion during the same period in 2013.

Foxconn, a Chinese manufacturer specializing in manufacturing iPhone devices and iPads, announced its intention to cut down its workforce numbers from 1.3 million to nearly a million.

The development points out to the impact of technological invasion on jobs, particularly for middle and low working classes, which has started to worry that the world is facing a new stage of an industrial revolutions similar to the one that began in the last century, with the invention of electricity, textile, automobiles and machines, wiping out a large number of jobs.

There are many developments contributing to this worry. Japanese company Hoi Den Bosch, for instance, announced it will open a modern hotel by next July employing

**A Gartner report
says robots and
unmanned airplanes
(drones) will cover
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employment, leading
to a decline in labour
numbers in the
United States by
about a third in 2025**

mostly robots. Google, similarly, continues testing its latest self-driven cars, followed by the big car industries such as Mercedes and Toyota.

In the United States, taxi drivers launched a campaign against Uber,

which allows customers, using their smartphones, to communicate with special taxi drivers working at Uber and book appointments, as payments are determined by the distance and time. A Gartner report says robots and unmanned airplanes (drones) will cover large segments employment, leading to a decline in labour numbers in the United States by about a third in 2025. These drones mostly serve in the law sectors, such as police departments, as drones can patrol to remote area or dangerous neighborhoods or beaches and vast border areas, and respond accordingly.

Amazon also announced an idea of using drones to deliver goods to customers by 2018, a move that will reduce the number of delivery workers.. Banks recently launched a replacement employees at debit

machines, and replaced phone operators with smart answering machines. As a result, many branches merged with one another and many closed, leading to job losses. Gartner predicted that one-out-of-three jobs will be assigned to computers, smart devices and programs within the next 10 years.

This unemployment will widen the the gap between employees and owners capital, a topic that was studied by the French economist Thomas Bikiti in his book ‘Capital in the twenty-first century’.

Oxfam Foundation confirmed the existence of this gap in its report, stating that the richest one percent of the planet’s population will own more than half of its wealth by next year.

The report made a number of recommendations to address the projected global unemployment wave, urging international governments to investment in health and education sectors and offer them with reasonable prices, because education is one of the most prominent possible means to solve the divide between the rich and the poor, and can develop better workforce.

Economics Professor of Nottingham University Andrew White said, “Solutions must come to this dilemma through economists, but the economics departments at universities suffer similarly like other departments such as the Social Sciences due to the scarcity of funding, which drives academics either to become consultants for large companies or be devoted to science, technology, engineering and mathematics.”.

Changes in technology and labour markets are major concerns amongst many

White explains in an article published The Washington Post, that the world needs to search for academics specializing in economics to study the impact of the digital economy, as it will positively contribute towards reducing the gap between the rich and the poor.

The gap started to grow further over the past two decades since the start of the Internet. However, the digital economy did not save the

United States from falling into the greatest economic crisis suffered since the thirties in the twentieth century.

Changes in technology and labour markets are major concerns amongst many. But it seems that Western governments, that are heavily indebted due to the 2008 crisis, are still unable to adapt to the new reality, which can hardly afford the development of its workforce capabilities and provide them with required health needs.

But the report says that these governments can be forced to do this role, because of the large numbers of unemployed citizens and retirees in the society, which negatively affects the tax income for these governments and causes instability in social security systems.

