

Executive Council Resolution No. (108) of 2023
Concerning the Learning and Development System of
Employees of the Government of Dubai¹

We, Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council,

After perusal of:

Law No. (3) of 2003 Establishing the Executive Council of the Emirate of Dubai;

Law No. (31) of 2009 Establishing the Dubai Government Human Resources Department and its amendments;

Law No. (1) of 2016 Concerning the Financial Regulations of the Government of Dubai, its Implementing Bylaw, and their amendments;

Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources;

Decree No. (60) of 2023 Regulating the Transfer of Employees in the Government of Dubai;

Executive Council Resolution No. (13) of 2015 Concerning the Frameworks of Behavioural and Technical Competencies of Employees of the Government of Dubai;

Executive Council Resolution No. (39) of 2018 Concerning the Performance Management System of Employees of the Government of Dubai;

Executive Council Resolution No. (4) of 2019 Approving the Disciplinary, Grievances, and Complaints Code of Employees of the Government of Dubai; and

Executive Council Resolution No. (6) of 2020 Approving the Financial Benefits of the Government of Dubai Employees,

Do hereby issue this Resolution.

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¹Every effort has been made to produce an accurate and complete English version of this legislation. However, for the purpose of its interpretation and application, reference must be made to the original Arabic text. In case of conflict, the Arabic text will prevail.

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Definitions

Article (1)

The following words and expressions, wherever mentioned in this Resolution, will have the meaning indicated opposite each of them unless the context implies otherwise:

Government:	The Government of Dubai.
Law:	Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources.
Department:	Any of the Government departments, public agencies or corporations, Government councils or authorities, or other public entities to which the provisions of the Law apply.
DGHR:	The Dubai Government Human Resources Department.
System:	The Learning and Development System of Employees of the Government of Dubai regulated pursuant to this Resolution and the Procedural Manual.
Procedural Manual:	The document adopted by the DGHR, which contains the procedures, steps, time frames, and forms required for implementation of the System.
Director General:	A director general, executive director/ chief executive officer, or secretary general of a Department or a person holding a similar position.
Concerned Organisational Unit:	The Human Resources Directorate or any other Organisational Unit in charge of the learning and development affairs of the Employees of a Department
Employee:	A male or female person who occupies a budgeted post in a Department.
Immediate Supervisor:	A person who undertakes direct supervision of the performance of an Employee.
Behavioural Competencies Framework:	The set of knowledge, skills, and behaviours required for effective performance, which play an essential role in the performance of duties by Employees and work teams, and which are often manifested when

	Employees interact with clients. Behavioural competencies include core and leadership competencies.
Individual Development Plan:	A document which includes the development tasks and goals, and the Training Programmes and Development Programmes, necessary for an Employee.
Training Programme:	Any form of training and development provided to an Employee with a view to equipping him with the knowledge, skills, and technical and behavioural capabilities that support him in performing his current or future job duties. This programme is developed based on specific approved methodology and training hours. Upon completion of the programme, the Employee will receive a certificate of completion or certificate of attendance of the same.
Development Programme:	A set of programmes and activities to which an Employee is enrolled with a view to equipping him with the knowledge and skills that support him in performing his employment duties. This includes, but is not limited to, conferences, workshops, symposia, assignment, and job rotation.
Training Costs:	The fees for enrolment in a Training Programme; the allowances for official or training assignments within and outside of the United Arab Emirates, as the case may be; and any other costs to be incurred by a Department as a result of enrolling an Employee in the Training Programme.

Scope of Application Article (2)

The provisions of this Resolution apply to:

1. the Employees of Departments, excluding those appointed on a temporary basis; and
2. the learning and development methods regulated by this Resolution and implemented after its effective date, in accordance with the rules and regulations stipulated herein.

Objectives of the System Article (3)

The System aims to:

1. enhance and develop Government human resources, through building the capacities of Employees, in line with the Government's strategic objectives and the Department's strategic objectives and priorities;
2. determine the Employee learning and development processes and rules by identifying the learning and development stages and their impact on the institutional performance of Departments;
3. ensure equal opportunities and equality in learning and development for all Employees of Departments;
4. ensure that learning and development are aligned with the outcomes of the Performance Management System, Behavioural Competencies Framework, succession plans, capacity-building, and other relevant systems; and
5. ensure that annual learning and development needs are systematically and orderly analysed and identified in line with the approved budgets of Departments.

Functions of the DGHR Article (4)

For the purposes of this Resolution, the DGHR will have the duties and powers to:

1. approve, issue, and update the Procedural Manual; and circulate it to Departments;
2. follow up the implementation of the System by Departments;
3. measure and evaluate the impact of implementation of the System by Departments in order to improve and develop the same;
4. provide the advice and support required by Departments on all matters related to implementation of the System;
5. review the provisions of this Resolution on a regular basis, propose any necessary amendments thereto, and submit the same to the competent entities for approval; and
6. exercise any other duties or powers required for the achievement of the objectives of the System.

Obligations of Departments Article (5)

A Department must:

1. approve the annual learning and development plans of its Employees as per the procedures, and within the time frames, prescribed by the Procedural Manual;
2. comply with the procedures, steps, and time frames, and use the forms, prescribed by the Procedural Manual;
3. provide the financial and human resources required for ensuring efficient and effective implementation of the System;
4. ensure that the System is aligned with the functional and institutional performance plans and indicators, and that the System deliverables are aligned with the training needs of its Employees;
5. provide the DGHR with the data and information it requires in respect of implementation of the System; and
6. perform any other obligations related to the achievement of the objectives of the System, as determined pursuant to the relevant resolutions of the Director General of the DGHR.

Obligations of Concerned Organisational Units Article (6)

A Concerned Organisational Unit must:

1. prepare, in coordination with other Organisational Units in the Department, an annual learning and development plan, in line with the approved training needs; and submit the same to the Director General for approval;
2. follow up the application and implementation of the System by the Department;
3. provide other Organisational Units of the Department with the forms required for implementation of the System;
4. provide the required technical support and training to the heads of the Organisational Units involved in the implementation of the System;
5. organise workshops to familiarise Employees with the System and to highlight its importance;
6. establish the indicators required to measure the impact of implementation of the Training Programmes and Development Programmes adopted at the Department's level; and evaluate the efficiency of these indicators in achieving the deliverables of the System;
7. verify that the System is aligned with the relevant human resources systems, including the Performance Management System of the Employees of the Government, the Behavioural

Competencies Framework; the Manpower Planning System; job rotation; and other relevant systems;

8. design Training Programmes, Development Programmes, and other initiatives and programmes required to promote the learning and development culture amongst the Employees of the Department;
9. prepare reports on the implementation of the System and submit the same to the Director General to give the relevant directives as he deems appropriate; and
10. perform any other obligations related to the achievement of the objectives of the System, as determined pursuant to the relevant resolution of the Director General of the DGHR.

Duties of Immediate Supervisors Article (7)

An Immediate Supervisor must:

1. prepare Individual Development Plans for the Employees placed under his supervision, in accordance with the procedures and time frames stipulated in the Procedural Manual;
2. develop, with the participation of the Employees placed under his supervision and in coordination with the Concerned Organisational Unit, annual Individual Development Plan for these Employees based on the deliverables of the relevant human resources systems, and in line with the annual learning and development plans of the Department;
3. follow up the implementation of the Employee Individual Development Plans, evaluate and measure the impact of implementation of these plans, discuss them with Employees, and motivate and encourage these Employees to develop themselves;
4. promote and instil the learning and development culture amongst the Employees placed under his supervision and encourage them to exchange knowledge; and
1. perform any other duties related to the achievement of the objectives of the System, as determined by the Director General or the DGHR.

Obligations of Employees Article (8)

An Employee must:

2. participate in preparing his Individual Development Plan;
3. implement his approved Individual Development Plan;

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4. constantly seek to develop his capabilities and competencies with a view to enhancing the performance and productivity of the Department;
5. share with his colleagues the knowledge and skills he obtains on account of implementing his Individual Development Plan, through the channels and practices adopted by the Department;
6. where he is a non-UAE National, work for Department for the period it determines, provided that this period does not exceed the period of the Training Programme or three (3) months, whichever is longer; and
5. perform any other duties related to the achievement of the objectives of the System, as determined by the Director General or the DGHR.

Learning and Development Methods Article (9)

- a. Learning and development methods at Departments are as follows:
 1. Training Programmes;
 2. Development Programmes;
 3. official and training assignments and scholarships;
 4. developmental assignment;
 5. job shadowing;
 6. career counselling and guidance;
 7. job rotation; and
 8. any other learning and development methods determined pursuant to the relevant resolutions of the Director General of the DGHR.
- b. The Procedural Manual will determine the procedures for implementing the learning and development methods referred to in paragraph (a) of this Article.

Stages and Levels of Learning and Development Plans Article (10)

- a. The stages and levels of learning and development plans are as follows:
 1. The stages of the learning and development plan at the institutional level, which comprise:
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- a. identification of learning and development needs of the Employees of the Department;
 - b. preparation and approval of the annual learning and development plan;
 - c. implementation of the annual learning and development plan; and
 - d. evaluation and measurement of the impact of the annual learning and development plan.
2. The stages of learning and development plans at the individual level, which comprise:
- a. preparation of the Individual Development Plans;
 - b. implementation of the Individual Development Plans; and
 - c. evaluation and measurement of the impact of the Individual Development Plans.
- b. The Procedural Manual will establish the detailed procedures applicable to the stages and levels of the learning and development plans referred to in paragraph (a) of this Article, and any other stages deemed appropriate by the DGHR based on the requirements for implementing these learning and development plans.

Granting Leave and Time-off to Employees to Attend Programmes Article (11)

- a. An Employee who is enrolled in a Development Programme or a Training Programme implemented during official working hours, for four (4) hours or more a day, will be granted training leave to attend that programme.
- b. An Employee who is enrolled in a Development Programme or a Training Programme implemented during official working hours, for less than four (4) hours a day, will be allowed to leave the workplace early to attend that programme.
- c. The Department may grant an Employee, who is enrolled in a Development Programme or a Training Programme implemented outside official working hours a short break of up to two (2) hours per day to attend that programme.
- d. An Employee who is enrolled in a Training Programme implemented during official holidays or weekly rest days, for four (4) hours or more, will be granted one-day compensatory time-off to be used within one (1) Year from the date of attending the Training Programme.

Recovery of Training Costs
Article (12)

- a. Where an Employee fails satisfy the requirements of a Training Programme or fails to complete that programme successfully, he must reimburse the Department for the relevant Training Costs it has incurred, excluding the salaries disbursed to him.
- b. Where an Employee fails to attend a Training Programme in which he is enrolled without a prior permission from, or a valid reason acceptable to, the Department, he must reimburse the Department for any Training Costs it has incurred. This will not preclude taking any of the disciplinary actions stipulated in the above-mentioned Executive Council Resolution No. (4) of 2019.
- c. Where the service of a Non-UAE National Employee enrolled in a Training Programme is terminated under a disciplinary decision or a court judgement, or due to absence from work, he must reimburse the Department for the Training Costs it has incurred by the date of the end of his service, in proportion to the period of service that he fails to complete in satisfaction of his obligation under sub-paragraph (5) of Article (8) of this Resolution.
- d. Where the service of a UAE National Employee enrolled in a Training Programme ends as a result of resignation, he must reimburse the Department for the Training Costs it has incurred by the date of his resignation, in proportion to the period of service that he fails to complete in satisfaction of his obligation under sub-paragraph (5) of Article (8) of this Resolution.
- e. The Director General may, based on valid reasons, exempt an Employee from his obligation to reimburse all or any part of the Training Costs where he fails to satisfy the requirements of, or successfully complete, the Training Programme, or where his service ends as a result of resignation, as stipulated in paragraphs (a) and (d) of this Article.
- f. Where an Employee is transferred to another Department in exceptional circumstances under the provisions of the above-mentioned Decree No. (60) of 2023, he will be exempt from the obligation to reimburse any Training Costs.

Issuing Implementing Resolutions
Article (13)

The Director General of the DGHR will issue the resolutions required for the implementation of this Resolution.

**Publication and Commencement
Article (14)**

This Resolution will be published in the Official Gazette and will come into force on the day on which it is published.

Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai
Chairman of the Executive Council

Issued in Dubai on 15 December 2023
Corresponding to 2 Jumada al-Thaniyah 1445 A.H.