serves all government entities and speed up the process to complete the recruitment action, as well as with respect to promotions, end of the service and transfer, thus nearly 95% of the electronic services of the Promotion directorate at level of Civil service have been completed and hence switching to the electronic system.

Moreover, the Bureau has issued a circular on development standards of senior positions and directorates in the civil service, which aims to reduce the administrative expansion and inflation in government facilities, and with regards to the application of the Employee Performance Management system "ADAA" that was recently approved by the cabinet, the specialists at the Bureau have taken an initiation and spread awareness about the system to Civil service employee in more than 45 government entity.

The Bureau hosted in December 2014 the brothers in the Gulf Cooperation Council countries in a workshop, which we put our experience in infrastructure development in the civil service, the workshop came out with important recommendations, including circulating the experience in the field of civil service legislation reform to the GCC countries to take advantage of them, As well as documenting the model ADAA system, which had been blessed and approved by Cabinet this year and considering it as a guide to spread the successful experiences between the GCC.

All these achievements had left with no doubt a significant impact in improving the quality of services provided by the Bureau at the level of the civil service sector, which contributes to achieving the vision of the Kingdom and translation of the government’s work program on the ground.

Ahmed bin Zayed Al Zayed
President of Civil Service Bureau
The Bureau and the Gulf and Arab relations
1. Participation in Government Summit February 10 to 12 in Dubai - United Arab Emirates (UAE)

2. Participation in the fourteenth annual meeting of the leaders of the central organs of the development and administrative reform in Sharjah - United Arab Emirates (UAE) during the period from March 25 to 26.

3. Visit the Hashemite Kingdom of Jordan to view their experience in human resources and signing a Memorandum of Understanding April 15 to 16.

4. Participation in the Ordinary General Meeting (51) of the Arab Organization for Administrative Development - Cairo May 8.

5. Participation in the first meeting of the Technical Committee of Civil Service and Human Resources May 21 to 22 at the General Secretariat in Riyadh – Kingdom of Saudi Arabia (KSA).
6. Participation in the thirteenth meeting of the Excellencies ministers and presidents civil service and the twentieth preparatory meeting of the Undersecretary committee, September 22 to 23 in Kuwait.

7. Participation in the second meeting of the Technical Committee of Civil Service and Human Resources September 7 to 8 at the General Secretariat in Riyadh

8. Participation in the tenth meeting of the training and central scholarship officials in the Arab countries, November 11 to 12 in the city of Sharm el-Sheikh, Arab republic of Egypt

9. Participate in the governmental administrative leaders conference in Saudi Arabia December 2 to 4 in Riyadh

10. Participation of all GCC countries in the workshop "The Bureau experience in infrastructure development in the civil service," which was held on December 8, 9 in Kingdom of Bahrain.
02

Initiatives and Projects
Performance (Adaa`) Project

Completion of the performance project which was approved by the prime minister councils in July 2014 to be applied to all employees until the level of Assistant Undersecretary and others who are on the same level in all government entities that fall under the umbrella of Civil Service Bureau, and the implementation plan will be accompanied in 4 stages; the work plan was prepared for each stage:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Marketing stage</td>
<td>2014</td>
</tr>
<tr>
<td>Empowerment Stage</td>
<td>2015</td>
</tr>
<tr>
<td>Mastering Stage</td>
<td>2016</td>
</tr>
<tr>
<td>Development and Improvement stage</td>
<td>2017</td>
</tr>
</tbody>
</table>

During 2014, it was focused on the Training and marketing of the program, the main focus was on creating awareness and spreading the culture and knowledge of performance management cross all government entities, where the Adaa` system was introduced to the participants and emphasizing on the system main objectives which contribute to raise the level of employees performance and boost the organization productivity, the following are the department main achievements:
1. Train and empower the concerned officers in the government entities on the system and theories related to performance management, where 44 of the government entities were trained including around 1880 trainees. The objective of the training is to create awareness of the importance of performance management.

2. Marketing the system through mass media locally, presenting the performance management system in human resources managers’ meetings and participating with some work papers in local conferences.

3. Promote the culture of performance management in all government entities that fall under the umbrella of Civil Service Bureau by highlighting the importance of the performance management evaluation, which is divided into three stages, starting by coordination and follow-up with the government entities under CSB, where different memorandums were sent illustrating the significance of the performance management appraisal through training sessions and correspondence.

4. Gradual change in the methodology of Employee Performance management with controls to ensure the commitment of government entities in preparation for the reception of the performance system through:
   - Specifying fields related to the achieved objectives where the e-form need to be completed in the system, these changes would reflect on the principle of managing by objectives, it highlight the requirement of identifying the employees performance and measuring the achieved objectives with the related competencies to complete the given tasks within the given time frame.
   - Focus on emphasizing on the culture and importance of performance management through the direct connection between all supervisory levels, where it is required from managers who are seated at the higher supervisory level must do a comprehensive review of all the results of the performance assessment to ensure consistency and fairness before employee’s acceptance and direct supervisor’s approval, and to provide observations and opinions thereon, if any. The results of the assessment will be used as a guidelines for management decision in areas related to employees training and development, promotion and incentives.
   - Entering the performance appraisal assessment results in the system during a specific period, from September to December of the same year.
   - Focus on the significance of establishing continuous direct communication between the direct supervisor and the employee through the periodic interviews to review the work progress and ensure that the required level of performance is maintain to achieve the agreed objectives.

During the empowerment stage the focus will be on intensive training activities for those who are involved in executing Adaa’ system, where the training will empower and enable them to implement the new changes on performance management during the transformation period from the existing system to Adaa’, this stage is considered to be one of the most significant stages, where the building of the system basic infrastructure is taking place through promoting the concepts and objectives of the performance management which focuses on the specific job assessment standards. Beside ensuring on the quality of the performance assessment and methodologies of benefiting from the outcomes in the process of job and organization development.
1. Conducting intensive training activities as per the proposal performance management training activities in 2014. The concerned people who are directly involved in implementing the performance management processes will be supplied by effective management tools that will contribute to the success of the implementation of the performance management system. The benefit of the training activities is to gain experiences and skills to manage the system and identifying the required criteria and indicators to measure the individual performance.

2. Special training will be conducted to the “Champions” team to enable the employees of the selected government entities to be trained to implement the system in their organizations, the team members should be from the Human resources and responsible for the performance management system in their organizations. And it was suggested that the members are highly experienced and qualified in the area and capable to train the concerned in all supervisory levels on the performance management system and requirements. Moreover, the team will be responsible for Adaa` system and complement the system procedures to guarantee the effectiveness of performance management system in their organizations.

3. Alliance of performance management system with Human resources systems, through the assurance of the executive regulations of salaries and job benefits and the criteria of eligibility by linking the performance evaluation to job evaluation processes, incentives, promotions, training and discipline and investigation, the department had completed the following:
   - The coordination with the human resources development directorate to link the current system with the training programs, where the process of the career development will be based on the actual training needs for the training programs, which will contribute to enhance the employee performance and improve his productivity in providing high quality of services.

   - Coordination with the promotion directorate to link the performance management system with the promotion system and activate the special electronic controls

   - Coordination with management information directorate to link the performance management system with the annual increment during 2016

   - Coordination with management information directorate to activate the self-services for all concerned employees in adaa` system, beside determining the electronic workflow and system criteria between all concerned levels in performance evaluation processes, where the existing forms will be replaced by the new e-form.

4. Reviewing and amending all legal instruments to comply with Adaa` system, to ensure the synergy between the performance system and the legal tools in the job evaluation areas and procedures and introducing adequate restrictions that are essential to adaa` system.

5. Formulation of committees responsible to review goals and to assess the performance evaluation ratios across the organization, and currently preparing a draft of the committee instructions through visualizing the policy, responsibilities and committee processes, and communication with government entities will take place after the approval of the instructions to start formulating the committees in all government entities during 2015.
6. Complete the new electronic system requirements to counterpart with the ada\^ system where the new system must be more efficient and transparency that ensure the participation of all supervisory levels in the electronic evaluation, beside to viewing all employees performance evaluation electronically.

7. Changing the evaluation cycle to be from (January to December) rather than (September –August) and link it to the financial year.

8. Prepare a draft of the distribution curve and the mechanism of implementation, as illustrated below:

<table>
<thead>
<tr>
<th>Performance Rating</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI - Needs Improvement</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>PE - Partially Meets Expectations</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
</tr>
<tr>
<td>ME - Meets Expectations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EE - Exceeds Expectations</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>FE - Far Exceeds Expectations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

![Performance Distribution Guidelines](image-url)

- **NI - Needs Improvement**: 10% of Employees
- **PE - Partially Meets Expectations**: 10% of Employees
- **ME - Meets Expectations**: 65% of Employees
- **EE - Exceeds Expectations**: 25% of Employees
- **FE - Far Exceeds Expectations**: 25% of Employees

![Graph showing performance distribution](image-url)
In 2014, the implementation of the first phase of the project began. This phase included the expansion of the workforce planning scope in ministries that were pilot tested such as the Ministry of Education, Ministry of Health and Electricity and Water Authority. These Government organizations have been advised by CSB to form strategic workforce planning committees and teams and to identify the sectors where the project will be implemented. The Ministry of Education identified Planning and Educational Information sector, Ministry of Health identified the Department of General Surgery, Department of Internal Medicine and the Department of Pediatrics at the Salmaniya Medical Complex and Health Centers Directorate.

Subsequently, introductory workshops were held to introduce the project to the strategic workforce planning committees and experts in the government entities. Also training workshops were held to strategic workforce planning experts in Ministries of Education and Health on the use of the strategic workforce planning system.

In March 2014, a meeting was held with key stakeholders in the selected sectors of Ministry of Education and Ministry Health in order to familiarize them with the project and to explain to them the data required. The data was received, fed into the system, and currently being analyzed and validated by the implementation team of CSB and the Government entities in order to produce the final strategic workforce plan.

Some of the benefits expected to be achieved from the implementation of a strategic workforce planning system in the public sector are as follows:

1. Alignment of the workforce with the overall strategy
2. Systematic approach to workforce planning
The Change and Communication Project

The CSB launched in March 2013 a project to develop the change and communication management methodology in the government sector by enhancing the capabilities of change management in government entities, using “Towers Watson” Global Human Resource Consulting to develop operational plans for the “Transformation” project. The first phase of the project was completed by sending a questionnaire at random to a number of civil service employees via email, in order to evaluate the current situation and see the extent of readiness of government entities to change and to determine the capabilities and competencies of change management and to identify the most important current change management practices used in the civil service.

The study found several results, of which the most important is the need for a standardized and consistent methodology for managing change at the government level. In addition, the importance of linking the change and communication project with the strategic objectives of the government entity. Moreover, the need for a clear mechanism for change and communication for application and implementation of future initiatives of the civil service bureau.

Based on the results that have been reached in the first phase of the project the initiation of the second phase of the project is as follows:

• Identify the framework for the change and communication project in the civil service through the formation of the change manager’s team at the level of the Civil Service Bureau. In addition of the formation of the change agents team at the government entities level, as well as to determine their responsibilities in the process of change and their role in the implementation and application of project outputs.

3. Use of a consistent approach & guidelines for workforce planning across ministries and government organizations

4. Greater accuracy at forecasting workforce needs, aligned to the organization’s current demands and future objectives

5. Clarity on the workloads for different types of roles

6. Clarity on the type of skills & competencies required for effective work execution

7. Development of a long-term plan for recruitment, training, and retaining of staff
Development of organizational performance project

Organizational performance project aims to introduce a unified and effective framework for measuring and managing organizational performance in government entities which would help them in measuring, monitoring, assessing and managing of government agencies performance against approved objectives and strategic plans to improve the efficiency of government services, increase productivity and reduce costs, time and effort in the government entities and improve overall performance and optimization of the budget in the governmental entities. The main objectives of the organizational performance project are:

• ensure the linkage between performance and the organizational and national strategies.
• promote a culture of efficiency and effectiveness in the government entities .
• enhancing and improving the decision-making process faster and helping in making decisions quickly and accurately, thanks to the automated system that displays the updated performance of the government agencies on regular basis
• achieve the highest quality output of the organization.
• promote the continuous improvement of performance culture to reach the excellence in government performance and improve the quality of services provided to beneficiaries.
• Establish effective communication channels between government organization .

During the past period, the drafted request for proposal (RFP) was completed and revised by the project team and the Technical Committee prior to approve it and send it to the Tender Board to issue the project tender. Consulting firms were invited to submit bids that will be reviewed in end of March and the project will be awarded to the winning consultant early April to commence the project in the same month.
03

Statistics and Figures
Recruitment

The total recruitment actions that was passed by Recruitment directorate during the year 2014 were 2460 actions, a total of 2332 recruitment actions were for ministries, the rate was 95%, and 128 recruitment actions, were for entities that were annexed to the human resources system and the rate was 5%.

<table>
<thead>
<tr>
<th>Ministries</th>
<th>Authorities</th>
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</thead>
<tbody>
<tr>
<td>2332</td>
<td>128</td>
</tr>
<tr>
<td>95%</td>
<td>5%</td>
</tr>
</tbody>
</table>
The total actions for employee contact renewal that was passed in 2014 were 7140 actions, where the total recruitment actions for male were 1109 actions, at the rate of 45% and 1351 recruitment actions were for female at the rate of 55%.

The total recruitment action in the Academic Pay Plane Table was at the top with 907 recruitment action and the next was General Pay plane Table with 870 recruitment action, Professional Pay Plane Table with 482 recruitment action, Executive Pay Plane Table with 64 recruitment action and the total of lump sum Part time recruitment was 137 recruitment action.
The verification of the principle of transparency and pursuant to the Employment, 59 recruitment advertisement to fill vacancies in government entities has been published in both Arabic and English newspaper, the government entity chooses 2 newspapers for each advertisement, the communication directorate representing the Bureau publishes these advertisement in the electronic communication "Instagram and Twitter" (@csb_bh)
Promotions

In terms of legislation, the Bureau has issued a Civil Service Instructions No. (5) for the year 2014 on the transfer of employees in the civil service, where these instructions aim to explain the procedure to transfer of employee from one position to another in the same government entity or other governmental entity, and the regulations for determining salaries and employment benefits on transfer.

With regard to electronic services, the Bureau has issued a circular on April 7, 2014, it will be relying entirely on sending transfer and promotions actions via Work Flow effective from 1 July 2014 and all the requests sent manually will be return back, and an e-mail to communicate in case encountering any obstacles in using the system has been allocated.

A total of 12 active services are in work flow system after adding new service, and they are as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Normal Promotion</td>
</tr>
<tr>
<td>2.</td>
<td>End of service Promotion</td>
</tr>
<tr>
<td>3.</td>
<td>Step 15 Promotion</td>
</tr>
<tr>
<td>4.</td>
<td>Pay Plan change</td>
</tr>
<tr>
<td>5.</td>
<td>Special Promotion</td>
</tr>
<tr>
<td>6.</td>
<td>Promotion with Re-assignment</td>
</tr>
<tr>
<td>7.</td>
<td>Re-assignment</td>
</tr>
<tr>
<td>8.</td>
<td>Extending employee service after reaching the age of 60</td>
</tr>
</tbody>
</table>

The action’s total for promotions, transfer and end of the service and other actions during the year 2014 were around (17,361) actions.
**Incentives and Awards:**

Following the issuance of Resolution No. (77) for the year 2013 on Salaries & Benefits Regulations and their Entitlement Controls for Employees subject to Civil Service Law, the incentives and suggestions specialists at the directorate developed a program of field visits to explain the laws and the regulations in this regards to these entities, the field visits was made for 45 governmental entity.

The legal materials regarding the incentives and all types of rewards, calculation of the proportion of incentives accrued and distributed in a manner to achieve justice between employees have been explained to government entities, also monitoring the implementation of the program with specialized at the entities, in addition explaining the Purchase of Default Service Duration Award for civil service employees.

After the issuance of Resolution No. (33) for the year 2012 issued by His Royal Highness the Prime Minister on the Purchase of Default Service Duration Award to employees in the government entities and civil service instruction number (6) on the rules and regulations of granting Purchase of Default Service Duration Award, CSB granted 671 awards fulfilled the terms of maturity belonging to 23 governmental entities.

The total of number of incentives and awards granted to Civil Service employees was 7356 up to 30-Dec-2014, 3990 rewards and 3366 incentives.
Based on the instructions of Civil Service No. (1) for the year 2014 on the implementation of the Prime Minister's decree No. (77) For the year 2013, to issue regulations that determine salaries, position benefits and controls maturity for employees under the Act of Civil Service Law; the system has been initialized and setup for: Social Allowance, Special Allowance, Transport Allowance and Communication Allowance. Also the system is initialized to reward the executive seventh grade, Sea Allowance, allowance of the presidency medical circles, as well as modifying communication allowance of senior positions from 35 to 50 dinars, furthermore, the Rewards & Exceptional Achievements was developed, as well as Handicap Rehabilitation Allowance, Dedicated Government Practice Allowance, Acting Allowance, Nursing Allowance and Gaza Contribution, and finally the academic allowance has been stopped in the system and salaries of (3365) employees have been equated according to the Civil Service instructions no. (1) For the year 2014.

Moreover the grades table and salaries of judges was developed according to regulate salaries and position benefits and controls maturity for employees under the Act of Civil Service Law. As well as a feature has been added to stop promotions, incentives and training courses for leadership positions to those who did not complete Qeyadat Program, and the system was modified to pass promotions procedure for employees who have a future action.
CSB Mobile Application:

Civil Service Bureau launched the application for smartphones on 16th of April 2014, where the application became the top downloaded application in the Bahraini Apple store ahead of social networking programs that would normally occupies the first place where the application came on top after four days of its launching, and the application serves more than 50 thousand employees in the civil service sector and save time and effort on employees in a review of human resources and financial departments in government agencies, also the application contains a range of services including the employee pay slip and salary certificate request, as well as checking the balance of employee leaves and an access to the civil service laws.

Application statistics includes more than 19,800 downloads on Android platform which occupies the first place, followed by the IOS platform that includes nearly 9000 downloads and finally the Windows platform have more than 100 download the application.
Authorities:

Many authorities joined in the Authorities Project and the system was fully prepared to approve the authorities regulations to be included under civil service bureau umbrella in order to receive the employee’s data in the system, and the Authorities that have been added are the Institute of Public Administration, Bahrain Polytechnic, Legislation & Legal Opinion Commission, Telecommunications Regulatory Authority, National Authority for Qualification & Quality Assurance of Education & Training, Bahrain Training Institute and University of Bahrain.

Also the leaves was loaded for most of the authorities in the system, and testing payroll was done monthly to make sure of the validity of salaries by the Authority itself after reviewing the salaries, the they sends the salary file to Ministry of Finance as a testing phase.

GTAS:

Regarding the Government Time Attendance System; the flexi-time working hours applied in governmental entities under the Civil Service Instructions No. (5) For the year 2013 on time attendance in government agencies where flexi-time approved as a maximum of one hour in two category, and the system has been developed to fit the updated attendance law.

Also the (GTAS) was activated on 3 new ministries (Ministry of Labor, Ministry of Shura Council & Representative Council, the Central Informatics Organisation) which the attendance data of their employees transferred and gathered on a daily basis.

Document Management and Electronic Archive System:

Security updates were applied for Document management and electronic archive system, the information link has been updated in the document management system electronically to ensure that the data relating to documents who has been archived and system users information up to date depending on what is approved in Management Information System.

Furthermore, a connection has been created for the users of document management system in ministries, and set controls to be updated periodically from management information system so that its the responsibility of users to control the archive system but not to go beyond their authority (in case of an employee transmission or termination of his service).

Some controls were applied on archive documents screens used by the system users (the responsibility of archiving documents) and make sure that the data entered are correct and prevented from entering any wrong data or not in user’s authority.

The number of archive and research personnel files screens were reduced for system users using Event-Script feature for about 455 screens and almost restricted to 9 home screens with a unified set necessary controls in new screens, and finally the overall shape of screens in document management system has been updated to facilitate search process and easy access to documents.
CSB Process Map Project:

It was agreed to review Civil Service Bureau Services and convert processes to process maps to gain access to a comprehensive map that includes main tasks of Civil Service Bureau, taking into consideration the importance of developing the current processes in implementation of all CSB activities.

During the project we identified the problems in all services and improved activities to develop quality of service and creation of a unified form of services, also all aspects of project implementation process were monitored to overcome the problems and obstacles, with the completion of 36 service maps for the directorate.

Organization & Management Engineering

Organization & Management Engineering directorate most prominent achievements for year 2014 was

Civil Service Bureau issued standard criteria for establishing top management positions for the various government entities which was approved by H.E. Shaikh Khalid bin Abdulla Al Khalifa deputy prime minister, deputy president of civil service council, furthermore, a successfully works on various organization studies year long and has witnessed a 12.5% increase compared to last year, where an average of 6.2 studies are completed daily.

Overall, 1534 organizational studies has been achived:

- 28 organization top structure charts
- 53 detailed directorate organization structure charts
- 117 manpower ceiling studies
- Totaling for 10,279 positions.
- 100 part time position studies
- 50 major projects
Setting standard criteria for establishing top management positions for directorates in the Civil service which aims to limit the unnecessary expansion and administrative inflation within government entities, control the establishment of top positions, and define a clear mechanism for the drawing of main organizational structures of government entities, and this in return will contribute to estimate the essential and actual needs of government entities, and this will lead to the creation of more effective and efficient and streamlined regulations, control government spending, and achieving optimum utilization of human resources through the re-engineering and restructuring of government entities based on regulatory controls and foundations that limit the expansion and inflation in the government facility operations, and 28 top organizational structures have been studded, four of them issued by royal decrees involving organizing or reorganizing or establishment of new top positions, the major agencies at study were:

- Ministry of Transport and Communications
- General Prosecutor’s Office administrative body
- Court of H.R.H the Prime Minister
- The office of H.R.H the deputy prime minister.

In addition the continuation to give advice to government entities to achieve their objectives and to keep pace with their organizational structures developments related to the quality and volume of work through reorganization and development of administrative regulations and functions studies, in record times with the utmost quality, which won the satisfaction of many government entities, listed are the major studies undertook:

As a result of these studies 2030 employees were allocated in the Human Resource Management system (Horison) within various government entities.

<table>
<thead>
<tr>
<th>Percentage of studies completed</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Control &amp; Org. Information</td>
<td>14%</td>
</tr>
<tr>
<td>Mangement Engineering</td>
<td>19%</td>
</tr>
<tr>
<td>Org Dev “A”</td>
<td>24%</td>
</tr>
<tr>
<td>Org Dev “B”</td>
<td>18%</td>
</tr>
<tr>
<td>Org Dev “C”</td>
<td>9%</td>
</tr>
<tr>
<td>Jobs Surveys &amp; Ceiling</td>
<td>16%</td>
</tr>
</tbody>
</table>
Also the Bureau studied the possibility of the implementation of 100 projects for part-time positions, focusing on the following:

- Ministry of Education (31 studies)
- Ministry of culture (19 studies)
- Ministry of Justice, Islamic Affairs and Endowments (8 studies)

Also successful allocation of 2030 government employees to their positions within the human resource management system (Horison). The main projects on hand were:

- Modifying position titles and grades for 343 nurses in the psychiatric hospital, after the decision of the Prime Ministers Court No. (10-1992) approving the new nursing cadre.
- Allocation of 312 employees in Muharraq Municipality.
- Allocation of 252 employees in Southern Municipality.
- Port sectors directorates
- National Authority for Qualifications and Quality Assurance of Education and Training (QQA)
- Ministry of information affairs & Information affairs Authority
- E-government
- Al-Areen wildlife reservation
- Supreme Authority for Media and Communication
- Northern Municipality
- Company affairs directorate in Ministry of Industry & Commerce
- Wages & Benefits directorate in Civil Service Bureau
- Shifting of work permits from Ministry of Labor to Labor Market Regulatory Authority
- Unifying job descriptions for nursing services position in Primary Care Directorate – (Ministry of Health)

Also competing of manpower ceilings setting for new government entities affiliated recently under the Civil Service Bureau, as well as raising manpower ceilings for government entities, with a total of 117 studies.
The process of reviewing the actual expenditure from Chapter I budget of government entities is one of the most important responsibilities of the Bureau, also the Bureau prepares monthly, quarterly, semi-annual and annual reports, and in line with the policy for the preparation and implementation of the government general budget control and in coordination with specialists in the civil service organizations the directorate studies the actual trends of the expenditure and government spending in this budget.

In addition the Bureau studies the requirement of raising the overtime ceiling hours for some employees from various government entities, also it reviews the overtime ceiling hours for many position categories, that would raise the efficiency of the performance of these government entities and in line with the budgets of those entities without affecting the quality and speed of services offered as well as monitor the disbursement of the overtime budget and used properly to achieve the highest level of efficiency and effectiveness and to address those entities to avoid deficits occurring at the end of the year.

A new mechanism for overtime has been introduced, it was in place effective from 01-Feb-2014, the mechanism depends in determining the ceiling of overtime to be per year for each ministry and government entity based on overtime budget specified for each financial year, the actual total for overtime expenditure by the ministries and government entities should not exceed the overtime budget.

With regards to manpower planning, periodically reviews, studies and plans the government entities future needs for manpower, also it develops strategies and manpower planning programs in the government entities in order to achieve the objectives of the ministry and government entity and provide the best ways to distribute the manpower , and linking it to future requirements and to the vision of Kingdom.
Human Resources Development

The total actions processed is 3204 services, comprised 2463 Training Programs requests inside and outside the Kingdom, 290 Academic Programs requests, and 451 miscellaneous administrative services.
A total of 10091 civil servants attended 6100 training programs in various ministries, including internal and external training, 51% of which were male employees and 49% female employees. About 93% of training programs locally inside the Kingdom of Bahrain were conducted and 7% conducted overseas.

The total news items was (81) news material, ranging from news, responses and interviews in various media, the followers in the Bureau social networking site, 5418 followers in “Twitter” and 11,400 followers in “Alanstgram”.

The E-newsletter for the Civil Service Bureau has been issued and posted via e-mail to the employees in the Bureau, to promote communication framework between the Bureau’s family, the E-newsletter is concerned with all developments in the civil service, employees social news, a fixed column in the name of His Excellency President of the Bureau, general information and employees articles.

In order to reach the desired strategic objectives for the Civil Service Bureau, the Bureau seeks to achieve excellence in government performance, through effective communication with various government entities, by organizing and arranging of meetings with all Human Resource officials from various government entities, to put forward the most important developments in the laws, regulations and decisions of the Civil Service, and also viewing topics and evolutionary proposals, to raise the level of services provided for human resources and to respond to all queries raised by various government entities, and to achieve further cooperation, the meeting was held twice, in the first month of April and the second in the month of October 2014.
With regards to the cooperation between the executive and legislative authorities, the Bureau has studied approximately (16) request included responses to the Shura and Representatives councils regarding the Bureau visuals on proposals desire, the number was (11) request, in addition 5 bill proposals and decree law.

Also the representatives of CSB has attended the Shura Council and the House of Representatives sessions to discuss topics related to the civil service.

Human Resource and Finance

Internally, in the Bureau 7 employees have been sent to participate into specialized training courses within the Kingdom and another 2 specialized training courses outside the kingdom , on the other hand and according to the Civil Service Law and the percentages prescribed, the directorates approved the promotions of employees and grant them awards and incentives in recognition of their efforts and dedication in the performance of their work duties.

On the area of finance the directorate has completed the final account report and the implementation of the budget performance report for the financial year 2013, at the same time and in coordination with the specialists in National Audit Office, the external audit for the fiscal year 2013 is also completed, without the existence of any substantial observations.

In the area of training the employees in the Bureau, 184 employees got internal training and 15 employees got external training, , a program about employee’s duties and responsibilities was conducted to newly joint employees , they were informed about their rights and function duties and also they were given a brief about the Civil Service Law and its implementing regulations, they were also explained the responsibilities and functions of the various directorates in the Bureau, also awareness program was conducted for the new Time and Attendance system (GTAS) ,to the employee in the Bureau, they were trained on how to use it and identify its characteristics and its contents. at the same time under the patronage of His Excellency the president of the Bureau, the annual ceremony for 103 honored employees in the Gulf Hotel was organized.
05

Performance
Organizational Performance

Maintaining its distinguished level of customer service, the Civil Service Bureau (CSB) has successfully passed the international ISO requirements by mid-2014 and the ISO9001 certificate was renewed accomplishing 14 years of continuous certification since 1998, attesting CSB’s concern to execute the international standards for governmental operations quality assurance and ISO9001 requirements. In this regard, the certification body admired the level of services provided by CSB for governmental agencies and CSB’s initiative projects for enhancement and development in various fields, also it commended CSB’s efforts in monitoring the quality management system, and the effective role of internal auditors in developing the quality system and supporting directorates’ quality teams through proposing new working procedures that boost the quality of services provided to governmental agencies. Furthermore, internal audit teams executed 20 audits which resulted in 40 observations varying from developing current processes provided by CSB in addition to suggestions and recommendations contributing in elevating CSB directorates’ performance and customer service level. Moreover, the Bureau developed the “Controlled Documents” webpage to facilitate CSB employees’ access to all quality documents related to the quality management system and quality procedures.

Attempting form the Bureau to publicize organizational performance culture and establishing a quality-based working environment, 2 CSB employees have been trained to obtain ISO 9001:2008 Lead Auditor certificate. Similarly, the Bureau conducted periodic training courses, workshops, and awareness sessions such as the “Non-Conformance System” workshop that was conducted to introduce quality-teams’ members with the system procedure and how to handle and analyze NCRs in order to prevent future
reoccurrences. In addition, “Introduction to Quality Management System” course was conducted to familiarize staff with the system, and practical workshops for new quality-team members were conducted to introduce them with quality-team basics, tasks, and responsibilities.

The Bureau is constantly working to provide support and consulting to the government agencies to determine the operational processes and customer requirements in addition to the application, follow-up and the development of the quality management system, to ensure the development and implementation of a comprehensive program for the organizational performance system in order to increase both efficiency and productivity in government agencies working under the supervision of the civil service bureau. In this regard, the Ministry of Social Development finished all the requirements needed to attain the quality certificate and reached the external auditing stage prior to get its certificate. Also a comprehensive work guidelines and service documentation project was completed for the General Secretariat of the Council of Representatives, while work continues with another 12 government agencies, according to the approved implementation plans.
Communication is also continued with 6 new government agencies in order to include them in the quality management system implementation plan during 2015. Moreover the General Secretariat of the Council of Representatives showed its intention to proceed with the remaining stages to qualify for the quality management system certificate after the completion of its work guidelines and service documentation project.

<table>
<thead>
<tr>
<th>No</th>
<th>Ministries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Legislation and Legal Opinion commission</td>
</tr>
<tr>
<td>2</td>
<td>Center of Excellence for Technical Education and Vocational</td>
</tr>
<tr>
<td>3</td>
<td>General Secretary of the cabinet affairs</td>
</tr>
<tr>
<td>4</td>
<td>Information affairs Authority</td>
</tr>
<tr>
<td>5</td>
<td>Ministry of Education</td>
</tr>
<tr>
<td>6</td>
<td>General Secretary of shura council</td>
</tr>
</tbody>
</table>

Since the circulation of the Prime Minister's order No. 33 for the year 2004 to implement and update the quality management systems in the government entities, 26 out of 59 governmental entities under the supervision of the civil service bureau were qualified and got their quality certification for ISO9001: 2008.

One of the main responsibilities of the Bureau is to coordinate with consultancy agencies and the Quality Management System certification companies to organize audits on government entities wishing to attain the quality management system certificate, where management meetings were held with some global institutions to reach cooperation agreements within specific frameworks and standards in order to ensure credibility of the criteria to grant the quality certification to the agencies and to create specific norms for the performance of government entities in the Kingdom of Bahrain to be in line with the transitional phase taking place in the Kingdom during the implementation of Bahrain's Vision.

![Status of Implementing Quality System in the Government Entities](chart.png)
Administrative Audit

Field visits:

The Bureau has conducted (19) audit field visits to the governmental entities during 2014. (12) governmental entities have been covered according to the approved audit plan for the year 2014 and within the specified time, in addition one follow-up visit for topics that have been checked previously, these visits have focused in particular on topics related to appointment within projects budget, committees, incentives and rewards, delegation of authority, training, scholarships, the Induction to Government (Diploma), the application of quality system, recruitment procedures for social centers, the application of disciplinary action, part time employment, follow-up of administrative audit complaints, allowances, employment status for full contract employees and part time contract employees reward based compensation employees and cooperative employees, overtime, annual appraisal, organizational structures, job descriptions, transference and resignation procedures, investigating the topics raised in the media, staff allocation on the organizational structure, evaluate employee performance, to overlook the overall work progress.

In addition, it has been conducted adhock audit field visits to (6) Governmental entities on topics related to some of administrative complaints, training, scholarships, delegation of authority, time attendance system, overtime, awards and incentives, recruitment procedures, promotions, committees, investigate about topics raised in the media, and to overlook the overall work progress, in order to see the shortcomings in government entities subject to the supervision and control of the Civil Service Bureau, and to a sure government entities staff commitment through these visits.

Also meetings with some consulting firms was held to begin the study of the new changes that will be introduced to the standard ISO9001: 2015, to qualify its’ employees to become familiar with all the new elements that are introduced as soon as the standard is released and to train them to take part in the progressive transition from the current standard ISO9001: 2008 to the new standard ISO9001: 2015 at the civil service level first and then all the certified government agencies that obtained the quality certification ISO9001: 2008.

To exchange experiences and expertise between the GCC and based on a request received by Ministry of Civil Service in Sultanate of Oman, a team of auditors was commissioned by H.E. CSB President’s to participate in internal audit operations, the team organized and performed internal audit on 7 selected directorates within the ministry of Civil service Bureau of Sultanate of Oman during the period 13-15th September 2014, and the audit’s results confirmed the necessity of increasing cooperation and expertise exchange between the two countries, and benefit from CSB’s experience in internal quality management system application on ministerial level and overall governmental organizations, in this regard, a plan of action was raised to H.E. CSB President, proposing a cooperation and support methodology to execute the aforementioned internal audit recommendations and signing memorandum of understanding between the two countries.
Due to these audit field visits, (41) administrative offenses have been revealed, the most prominent of the offenses were related to training programs and scholarships in governmental entities, no clear training plans for the training programs in those entities, as well as all employees not achieving the minimum hours of training, committees for training and committees of grievances, and follow-up of delegation of authority, organizational structures, and annual and other leaves, awards and incentives, in addition to monitoring of applying quality system.

Based on these outcomes, the Bureau has developed radical solutions to the shortcomings in governmental entities, through preparing the audit reports about audit field visits which include the observations of the administrative audit team and their recommendations in order to correct these violations.

Keen on ensuring proper implementing for the public utility and the proper application of the Civil Service Regulations, the Bureau has to follow up periodically on these governmental entities to ensure the implementation of all corrective actions proposed by the administrative audit team, as to ensure justice, equality, equal opportunities, increase productivity among all employees, and enhances the principle of responsibility and integrity in the discharge of public duties.

Administrative complaints:

The Bureau seeks to open all means of communication to the public to receive administrative complaints, through multiple communication via the hotline, e-mail, personal attendance, official latter and fax.

During 2014 the total sum of administrative complaints were (97) , While only (34) complaints have been studied as they met the administrative complaint conditions as mentioned in the official site of the civil Service Bureau www.csb.gov.bh .
Employee Performance & Relation

In the process of achieving the CSB’s strategy in emphasizing on justices, transparency and equality between all employees and ensure the proper connection between job performances, training and development and incentives and rewards, the Bureau ensure and monitor the government entities roles who are under the civil services by implementing the following:

1. Explain the Civil services executive regulations No. (5) for the year 2013 regarding the attendance flexi-time system that is compulsory to be applied by all government bodies, the training sessions reached around (22) sessions.

2. Provide advices and legal opinions regarding some legal issues raised to the department by the concerned entity, related to employees rights associated with job and duties or violence of these rights. Where necessitated legal intervention is required by CSB as a responsible authority for the provisions of the civil services law.

3. Participate in the grievance committees in the government entities, most of the participation were upon requests from Ministry of Justices and Islamic Affairs and Endowments, Ministry of Health, Information Affair Authority and University of Bahrain.

4. Review decisions related to the formation of the investigation committees and their recommendations whether the decision was oral reprimand, written warning, suspension from work and pay or dismissal from the services as a penalty from the committee, Around 14 Discipline committees were formed in 2014 for cases that recommendation were taken to dismiss the employee from the services.

Discipline penalties in 2014, illustrated below:

<table>
<thead>
<tr>
<th>Government Entity</th>
<th>oral</th>
<th>warning</th>
<th>suspension from work</th>
<th>Dismissal from the services due to Discipline Reasons and until the issuance of the Criminal Judgment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Education</td>
<td>21</td>
<td>146</td>
<td>125</td>
<td>29</td>
</tr>
<tr>
<td>Electricity and Water Authority</td>
<td>-</td>
<td>2</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Labour Market regulatory Authority</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>
Performance

1. Completion of the performance project which was approved by the prime minister councils in July 2014 to be applied to all employees until the level of Assistant Undersecretary and others who are on the same level in all government entities that fall under the umbrella of Civil Service Bureau.

2. The implementation plan will be accompanied in 4 stages; the work plan was prepared for each stage:

<table>
<thead>
<tr>
<th>Year</th>
<th>Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>Training and Marketing stage</td>
</tr>
<tr>
<td>2015</td>
<td>Empowerment Stage</td>
</tr>
<tr>
<td>2016</td>
<td>Mastering Stage</td>
</tr>
<tr>
<td>2017</td>
<td>Development and Improvement stage</td>
</tr>
</tbody>
</table>

3. Train and empower the concerned officers in the government entities on the system and theories related to performance management, where 44 of the government entities were trained including around 1880 trainees, the objective of the training is to spread the culture and knowledge of performance management.

<table>
<thead>
<tr>
<th>Ministry of Health</th>
<th>18</th>
<th>1</th>
<th>11</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Work</td>
<td>-</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Central Agency For Information And Communication</td>
<td></td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry Of Municipalities Affairs And Planning</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>152</td>
<td>153</td>
<td>38</td>
</tr>
</tbody>
</table>
4. Introduce changes to the electronic system:
   • Introduce special control correlated to the annual performance appraisal period, where the appraisal needs to be completed in the system, from September and December of the same year.
   • Strengthen some controls related to the performance appraisal period, where the evaluation results for the previous periods is entered, in cases if the government entity did not complete the process within the given period. Where around 122 applications to enter the appraisal electronically have been received during 2014.
   • Promote the principle of managing by objectives, through improving the e-appraisal form to include the following enhancements
     * The individual objectives for the current performance appraisal period.
     * The specific KPIs for each objective.
     * Individual objectives for next the next period.

5. Marketing the system through mass media locally, presenting the performance management system in human resources managers' meetings and participating with some work papers in local conferences.

6. Promote the culture of performance management in all government entities that fall under the umbrella of Civil Service Bureau by highlighting the importance of the performance management evaluation, which is divided into three stages, starting by coordination and follow-up with the government entities under CSB. Where different memorandums were sent illustrating the significance of the performance management appraisal through training sessions and correspondence.
7. Handling inquiries from the our beneficiary through official letters, phone calls, emails about the implementation of the performance appraisal and provide technical advices

8. Preparing statistics which illustrate the cooperation level of the government entities of the ongoing changes in performance management methodology through their commitment to implement the performance management system objectively and realistically, the evaluation results for the year 2014 were analyzed, the following statistics shows the percentages given in each rating scale:

<table>
<thead>
<tr>
<th>Year</th>
<th>Outstanding%</th>
<th>Very good %</th>
<th>Good%</th>
<th>Satisfactory%</th>
<th>Unsatisfactory%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>38</td>
<td>57</td>
<td>3</td>
<td>0.6</td>
<td>1</td>
</tr>
<tr>
<td>2010</td>
<td>42</td>
<td>51.5</td>
<td>6</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td>2011</td>
<td>55</td>
<td>38</td>
<td>6</td>
<td>0.4</td>
<td>0.3</td>
</tr>
<tr>
<td>2012</td>
<td>64.5</td>
<td>27</td>
<td>4</td>
<td>0.4</td>
<td>5</td>
</tr>
<tr>
<td>2013</td>
<td>64</td>
<td>30</td>
<td>5</td>
<td>0.6</td>
<td>0.1</td>
</tr>
<tr>
<td>2014</td>
<td>55</td>
<td>36.6</td>
<td>7.29</td>
<td>1.02</td>
<td>0.21</td>
</tr>
</tbody>
</table>

Received Applications

- 4940
- 43
- 23
- 4
Occupational Safety

Conducted a study focuses on the current situation of occupational health and safety in the public sector for ministries and government entities, who are under the umbrella of the Civil Service Bureau. A questionnaire was prepared for this study, 39 questions focused on OSH effective management, regulation, prevention, protection, training and information, evaluate the work environment conditions, accidents and injuries and occupational diseases, all these areas are part of the civil service safety instructions and requirements.

Providing technical advice to OSH coordinators in the governmental ministries about the requirements of Civil Service Instruction, and attending meetings of OSH committees in the governmental entities.

Follow-up and prepare Civil Service Instructions regarding the Occupational health and safety, social and health care alliance with the provisions of the executive regulation of civil service law, and provide induction safety training for new Civil services employees on the CS instructions for occupational health and safety.
Policies and Regulations Affairs
In the process of creating the infrastructure of CSB in order to achieve comprehensive developments in various fields, particularly the human element as the real wealth in the construction and development of the country, and through the strategy of human resources of the civil service that includes several projects and initiatives, the Policies and Regulations Affairs Directorate strategically analyzed the factors affecting CSB in order to determine the effects of external and internal environmental factors and to identify competitive advantages and CSB’s distinctive competence to control its internal environment in order to increase CSB’s ability to implement its plans and strategic objectives and to achieve the best performance, which resulted in the challenges and difficulties facing CSB in the process strategy implementation. This results founded through the employees questionnaire and CSB’s officials and managers views, analyzing the findings, reviewing the previous studies which carried out by CSB in collaboration with an international known company, in addition, the beneficiaries views by the governmental sectors’ human resources’ officials gatherings and meetings. From this point, the Policies and Regulations Affairs Directorate is intending to develop a strategic plan for CSB employees that will cause a paradigm shift of the management methods, motivate and increase employees’ abilities, and increase their engagement and empowerment in the workplace through an increase in the deployment of CSB’s values, improve work operations and systems and improve the information technology in line with the vision, mission, values and objectives of CSB.
Moreover, the CSB worked on, to prepare a reference guidance for Human Resources with respect to matters relating to the civil service, in order to identify the important issues and knowledge that needed by human resources’ directorates in the civil service sector according to the Civil Service Act and its executive regulations and the regulations of determining salaries and job benefits and its eligibility conditions for employees subject to CS Law, CS directions and instructions issues by CSB. Thus, the governments’ sector decisions and transactions should always be consistent with the provision of laws and regulations in whatever form or source as presented in the CSB Website.

Also, CSB prepared a study on the age of civil servants, and this study aims to determine the employees’ age structure at the civil service pattern according to the government entities and according to the positions grades schedules and come part of the strategic objectives that CSB is intending to achieve which is “to attract and retain high quality and efficient government employees”, it was found in this study that the average age of employees in the Civil Service is 41 years. These graphs presents some of the indicators in this regards.

The Study of The Age of Civil Service employees Age Distribution according to Grades’ Level according to the percentage of total employees at each of grade schedules

Average age of CS employees

41 Years

<table>
<thead>
<tr>
<th>Less than 30 years</th>
<th>The age groups 30-49 years</th>
<th>50 years &amp; more</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%</td>
<td>65%</td>
<td>21%</td>
</tr>
</tbody>
</table>

From 30 to 49

<table>
<thead>
<tr>
<th>50 years &amp; more</th>
<th>Less than 30 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>21%</td>
<td>14%</td>
</tr>
</tbody>
</table>
On the other hand, The CSB worked on issuing several Civil Service Directions as shown in the table.

### Civil Service Directions for CSB

<table>
<thead>
<tr>
<th>Directions</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS Direction No. (1) for year 2014 regarding the implementation of the Prime Minister Decree No. (77) for year 2013 regarding issuing the regulations of determining salaries and job benefits and its eligibility conditions for employees subject to CS Law.</td>
<td>State the adjustments made to salaries and job benefits applied in the CS according to the Prime Minister Decree No. (77) for year 2013 regarding issuing the regulations of determining salaries and job benefits and its eligibility conditions for employees subject to CS law and the procedures that CSB will undertake to adjust salaries and benefits. Also CSB will issue in the coming period CS Directions detailing some of the job benefits mentioned in the regulation with a comprehensive view of all aspects related to it and its policies in details. All government agencies must refer to the new decree for the benefits.</td>
</tr>
<tr>
<td>CS Direction No. (2) for year 2014 regarding education or rehabilitation or disabilities care allotted allowances.</td>
<td>State the eligibility conditions to claim the allowances of education or rehabilitation or disabilities care, and the job positions that deserve this allowances.</td>
</tr>
<tr>
<td>CS Direction No. (3) for year 2014 regarding controls and conditions of Recruitment in Government sector.</td>
<td>State controls and conditions of recruitment for all positions in government entities including those that are controlling its personnel through special regulations. Also, identifying the job positions that need to be announced in the local and foreign media, rules for announcing vacancies and the nominations, organization of job tests and interviews, and set rules and recruitments procedures based on projects budgets.</td>
</tr>
<tr>
<td>CS Direction No. (4) for year 2014 regarding the establishment of Equal Opportunities Commission in government entities.</td>
<td>State the possible mechanism of activating the initiatives related to integrating women’s needs in the context of equal opportunities.</td>
</tr>
</tbody>
</table>
Identifying leaves types granted to employees during the test period based on item No. (33) of the executive regulations of CS law which state that “no employee shall grant leaves mentioned in CS law during the test period, and in this case the test period should be extended as the leave period”.

CS Directions No. (8) for year 2014 regarding granting leaves to employees during the test period.

In terms of CS directives, the policies and regulations affairs directorate issued Directive No. (1) for the year 2014 regarding the procedures of the implementation of the Royal initiative to provide help and support to the Palestinian people in the Gaza, in addition to the directorate issued directive of civil service no. (2) for the year 2014 regarding employees that candidate for membership of the Council staff house of representatives or the municipal councils.

Moreover, for the technical advices and support, CSB provided 40 technical consulting for nearly 21 governmental entity in order to be able to implement their programs and projects in line with CS laws and regulations.

Identify the procedures of employee transfer from one job position to another in the same government entity or to other governmental entity and rules and conditions determining salaries and job benefits in the process of the transfer.

CS Directions No. (5) for year 2014 regarding employee transfer in Civil Service.

State standard and fair rules to ensure the discipline of employee attendance in government entities during the holy month of Ramadan, including the government entities controlling their employees affairs by special regulations, in order to improve and increase productivity and to create a comfortable working environment for employees during the holy month.

CS Direction No. (6) for year 2014 issued 26th June 2014 regarding official working hours and flexible time system during Ramadan for the Hijri year 1435.

Adding the Blood Bank Laboratory at Salmaniya Hospital to the health centers that the nursing positions eligible for nursing allowance rated 100/- BD monthly which mentioned in item (second-A-1) in CS Direction No. (8) for year 2010 regarding nursing and health centers’ positions eligible for nursing allowance.

CS Direction No. (7) for year 2014 regarding editing CS direction No. (8) for year 2010 regarding nursing and health centers’ positions eligible for Nursing Allowance.

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CS Direction No. (7) for year 2014 regarding editing CS direction No. (8) for year 2010 regarding nursing and health centers’ positions eligible for Nursing Allowance.
CSB has revised and developed numerous wages, compensations, rewards, leaves and benefits systems and programs during 2014 in line with the directives to increase employees’ benefits, thus reinforce the development of governmental services and programs, and cope with changes that have taken place on the basis of the implementations. The directorate has also provided support and technical consulting to government agencies and independent entities enabling them to implement their programs and projects, providing a total of 230 studies and services this year.

Issuing the regulations of salaries and benefits through the prime minister’s resolution no.(77/2013), which is implemented as of 3rd of January 2014, is considered a key addition to the benefits to employees subject to the provisions of the Civil Service Law, serving to promote government excellence, increase performance and quality of work, and achieve job satisfaction. The additional annual cost to these benefits is approximately 6 million BD.

- **Social allowance**: Granting the second category rate of the allowance to married female employees similar to married male employees to insure equality between men and women, about 15 thousand female employees benefitted from this.

- **Transport allowance**: Changed the policy from a reimbursement to an allowance so it would continue to be paid for employees on leave and other authorized absence.
Also CSB has conducted studies about salary levels of some jobs and cadres and done comparisons with some of the GCC countries, and prepared a memorandum to the council of ministers regarding the conditions and terms of the rewards for heads and members of boards and government committees, and made a list of all those members and their rewards, as well as keeping track of their cycles and amend their settings. In addition, CSB has looked into the proposed wages and benefits of the state litigation department, and has studied numerous requests of government agencies regarding reimbursement of excess travel expenses for employees on official duty outside the kingdom and determining the appropriate compensation for employees for the tasks given to them.

Also the types of leave granted to employees during the probationary period has been studied to establish clear rules and procedures for the employee and the government entity, and studied several requests for special tour of duty for employees with regard to their nature of work, as almost 40 requests in this regards has been complete.

In the field of consultation and technical support, CSB provided about 120 consultations to government entities enabling them to implement their programs and projects in conformity with Civil Service Laws and Legislations, which were mostly regarding employee leaves, conditions and terms of allowances and benefits, and employee wages.

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special allowance</td>
<td>Changed the policy of the special allowance to be included in the retirement benefits and to ensure it would continue to be paid for employees on leave and other authorized absence.</td>
</tr>
<tr>
<td>Communication allowance</td>
<td>Changed the telephone reimbursement into the communication allowance and adjust its rates to keep pace with the diversity in modern communication methods and the increased use of technology in the work environment in government entities.</td>
</tr>
<tr>
<td>Diving and At-sea Allowance</td>
<td>Developed compensation for employees’ diving assignment within the diving and At-sea reimbursement.</td>
</tr>
<tr>
<td>Exceptional achievements reward</td>
<td>Developed a new reward for exceptional achievements for employees reaching up to (1500) BD granted to an employee who achieve exceptional deeds on a national level, completing special assignments, contributing in urgent works in times of a disaster or catastrophe, in addition to the existing rewards, as the government's effort to encourage employees to work harder in order to improve the quality of services to the residents.</td>
</tr>
</tbody>
</table>
The following has been completed regarding cooperation with the Representatives and Shura Councils:

- Preparing the CSB’s visualization to the representatives council regarding the proposal desire for raising the annual salary increment by 4% for civil servants.
- Preparing the CSB’s visualization to the representatives council regarding the draft law project by adjusting the salary and paygrade by 20%.
- Preparing the CSB’s visualization regarding the proposal desire for increasing the salaries of some medical occupations like doctors, nurses, and medical aids by 80%.

In pursuit of updating and developing the legislations and implementing the Civil Service Laws and its executive regulations and the resolutions of the prime minister, the Wages & Benefits directorate has coordinated with the concerned directorates to issue legal legislation for the following:

- Procedures to execute the prime minister’s resolution no.(77/2013) for issuing the regulations of salaries and benefits for the employees subject the the Civil Service Law.
- Granting an allowance for teaching, rehabilitating, or caring for people with special needs, and its controls.
- Granting leaves to employees during the probationary period.
- Procedures for executing the royal initiative for supporting the Palestinian people in Gaza.
Job Evaluation

CSB has conducted several studies and attended to queries from other concerned directorates within the Civil Service Bureau, or other government ministries and entities under the CSB umbrella.

The efforts focuses towards studying jobs and evaluating them on civil service basis, as per international regulations that are more accurate, effective and in line with laws and regulations of civil service in the kingdom of Bahrain, and conducting extensive studies including experiences of pioneers in the management and job evaluation sciences, as well as CSB’s accumulated experiences in the field of job evaluation.

CSB also studied and issued a number of classification and qualification standards, which have been sent to government ministries and entities such as professional qualification accountants’ standard and qualification Legal jobs’ standard, and drafts of several standards were prepared, such as proposed extended standard for nursing jobs’, proposed classification standard for technical positions in medical services field in the Ministry of Health, proposed academic jobs’ standard in the University of Bahrain and the Bahrain Polytechnic, and proposed standard for top positions.

Also CSB has conducted numerous studies, like a comparison study for job appointing grades in the kingdom of Bahrain and the Gulf Cooperation Council (GCC), a feasibility study on amending Job Description form with the addition of some procedural items, participation with technical viewpoint in determination of project decree for legal positions’ grades in State Lawsuits Organisation in addition to numerous academic certificates evaluation studies from different academic institutes and the assignment of

Within the Framework of cooperation and exchange of experience and human resources policies with the Gulf Cooperation Council (GCC) for the Arab Gulf States, the directorate has demonstrated the latest modifications to the regulations of salaries and benefits during the workshop held in the kingdom of Bahrain to showcase “Bahrain’s experience in developing the civil service infrastructure”. Some information and data about wages for some jobs in the civil service in the kingdom was given to the GCC countries so that it may be of use in their studies.

Preparing the CSB’s visualization to the representatives council regarding the proposal desire to grant the employees working in the media section in government entities and authorities a “professional allowance”.

Preparing the CSB’s visualization to the representatives council regarding the proposal desire to make the accompanying sick person leave open until the end of the patient’s treatment.

Preparing the CSB’s visualization to the representatives council regarding the proposal desire to make the accompanying sick person leave open until the end of the patient’s treatment.
CSB, under the re-evaluation of Jobs and Salaries Project, currently is in the final stages of evaluation of more than 5000 position titles spread across more than 15000 jobs under the umbrella of the Civil Service Bureau, in line with the new evaluation standard system. Moreover, a guideline of criteria’s for assigning new occupational series has been issued and applied on many positions titles.

The following studies have been conducted in the field of Organization Standards:

- The ratio of faculty and administration in the Institutions of higher education is a study to provide the ideal manpower ratio between faculty and administration, the analysis was supported by articles and the expertise of researchers in Universities worldwide.

- Phase one of span of control study was Completed after many improvements, the next step will provide the factors, conditions and criteria when expanding the organization structure.

- The standard for Financial and Human resources Organization chart, phase one of the studies provided detailed report and statistical data for the concerned party.

- The improvements of phase one to classify organizations level title; the improvements includes new factors and conditions.

- The standard for Health Centers organization chart, the study has major impact by simplifying the development of their organization charts.