ATRIBS METSCON GROUP

2026 EDITION

Hiring in the UAE?

UAE Hiring Kit

A practical resource for HR teams and business leaders. Checklists, templates and worksheets to plan, hire and onboard the right people in the UAE.



WHAT'S INSIDE

- Hiring checklist
- Recruitment planning template
- Role intake form
- Job description template
- Hiring cost planning worksheet
- 12 ways to cut recruitment costs
- Structured interview guide
- Interview evaluation scorecard
- Candidate comparison matrix
- Reference check form
- Onboarding checklist
- Candidate email templates
- Recruitment metrics tracker
- UAE employment rules and Emiratisation guide

ATRIBS METSCON GROUP

How to use this kit

This kit takes you from an approved role to a confirmed employee. It covers the two tracks each UAE hire runs on: choosing the right person, and completing the government steps that let them start work legally.

1

Plan before you post

Agree the role, budget and interview process with the hiring manager before you advertise (p.6 to p.10).

2

Score candidates the same way

Use the same questions, scorecard and weights for each candidate in a role (p.13 to p.16).

3

Start the paperwork early

Build work permit, visa, medical test and Emirates ID steps into the start date you promise (p.5).

01 Plan

UAE hiring at a glance 3
Hiring checklist 4
Recruitment planning template 6
Role intake form 7
Job description template 8

02 Budget

Hiring cost planning worksheet 9
12 ways to cut recruitment costs 11

03 Select

Structured interview guide 13
Interview evaluation scorecard 14
Candidate comparison matrix 15
Reference check form 16

04 Onboard

Onboarding checklist 17
Candidate email templates 18

05 Measure and comply

Recruitment metrics tracker 19
UAE employment rules at a glance 20
Emiratisation and mandatory schemes 21
Sources 22

Need help hiring in the UAE? 23

About the UAE information

This kit summarises rules for private-sector employers on the UAE mainland, checked against official UAE government sources on 11 November 2026.

Free zones such as DIFC and ADGM have their own employment laws. Fees and requirements change, so confirm the current position with MOHRE, ICP, GDRFA Dubai or your legal adviser before you act.

This kit is general guidance, not legal advice.

Print and reuse

Most templates fit on one A4 page. Print a fresh copy for each role or candidate, or type on it with a PDF editor.

UAE hiring at a glance

Eight stages take you from approved headcount to a confirmed employee. Stages 5 and 6 are UAE government steps: issue the MOHRE job offer as soon as you choose your candidate, and start the permits once they sign.

1. **Plan the role**
   Confirm the need, budget, start date and visa route.
   Recruitment planning template, p.6
2. **Define the role**
   Agree must-haves, salary band and interview process with the hiring manager, then write the job description.
   Role intake form, p.7 · Job description, p.8
3. **Attract candidates**
   Look inside first, ask for referrals and search your talent pool before you advertise. Post roles for UAE nationals on the Nafis platform.
   Hiring checklist, p.4
4. **Select**
   Screen against the must-haves, run structured interviews, score on your own before the debrief, then check references.
   Interview tools, p.13 to p.16
5. **Make the offer** UAE STEP
   Issue the job offer in MOHRE's standard format. Employer and candidate both sign it, and the employment contract must match it.
   Source: MOHRE, u.ae
6. **Permits and residency** UAE STEP
   Apply for the MOHRE work permit, then the entry permit or change of status. Submit the signed contract to MOHRE within 14 days of arrival or status change. Within 60 days of entry, complete the medical test, Emirates ID and residence steps. In Dubai, the Work Bundle (workinuae.ae) combines these steps.
   Source: MOHRE, ICP, GDRFA, u.ae
7. **Onboard**
   Prepare before day 1, then agree clear goals for the first 90 days.
   Onboarding checklist, p.17
8. **Confirm**
   Review performance before probation ends. UAE probation can last up to six months and cannot be extended.
   Probation review, p.17

Who pays

UAE law puts recruitment, travel and residency costs on the employer. Charging candidates recruitment fees is illegal.

Source: u.ae, Labour rights

Documents to request early

Passport copy valid for at least six months, a photo on a white background, an academic certificate where the job's skill level needs one (levels 1 to 5), and a professional licence for regulated jobs.

Source: MOHRE, work permit service

Hiring a UAE national?

Register them for pension within one month (GPSSA, or the Abu Dhabi Pension Fund for Abu Dhabi employers) and count them toward your Emiratisation target (p.21).

Source: u.ae; GPSSA

In a free zone?

DIFC and ADGM apply their own employment laws. Other free zones generally follow the federal Labour Law but run their own permit and visa steps, so check with your free zone authority.

Hiring checklist

Tick each item as you go. Items tagged UAE are legal or government requirements for private-sector employers on the mainland. The rest are good practice.

1 Plan and define

Before you advertise

- [ ] Confirm the role is approved and budgeted, and whether it is new or a replacement.
- [ ] Check whether an internal candidate could fill it.
- [ ] Hold an intake meeting with the hiring manager (Role intake form, p.7).
- [ ] Agree up to five must-have skills and list the nice-to-haves separately.
- [ ] Set the salary band as basic salary plus allowances. End-of-service gratuity is calculated on basic salary. UAE
- [ ] Decide the visa route: new work permit, transfer from another UAE employer, or UAE national.
- [ ] Confirm your trade licence is valid and free of violations, and that the job matches your licensed activity. UAE
- [ ] Agree interview stages, panel members, scorecard criteria and weights.
- [ ] Set deadlines for CV and interview feedback.
- [ ] Add the role to your recruitment plan (p.6).

2 Attract

- [ ] Write the job description and check it against the UAE job-ad checklist (p.8).
- [ ] State the location, work model and contract type in the advert.
- [ ] Invite employee referrals.
- [ ] Contact strong finalists from past roles in your talent pool.
- [ ] Advertise on the channels that produced hires last time (source of hire, p.19).
- [ ] Post roles for UAE nationals on the Nafis platform.
- [ ] Brief your recruitment partner, if you use one, with the completed intake form.

3 Select

- [ ] Screen CVs against the must-haves only.
- [ ] Run a short screening call: salary expectations, notice period, visa status and earliest start date.
- [ ] Ask each candidate the same core questions (p.13).
- [ ] Have each interviewer score on their own before the debrief (p.14).
- [ ] Compare candidates on weighted scores (p.15).
- [ ] Check references with the candidate's written consent (p.16).
- [ ] Update each candidate on their status within the deadline you set (p.18).

Screening call: five questions to ask first

1. What are your salary expectations, as basic salary plus allowances?
2. What is your notice period, and when could you start?
3. What is your current visa status: UAE employment visa, family sponsorship, visit visa, or outside the UAE?
4. Do you hold the licences or certificates this role needs?
5. What attracted you to this role, and what would make you accept an offer?

Hiring checklist continued

4 Offer

Once you choose your candidate

- [ ] Confirm the salary breakdown, benefits, working hours, leave and start date.
- [ ] Keep the probation period to six months or less. UAE
- [ ] Set a notice period of 30 to 90 days. UAE
- [ ] Issue the job offer in MOHRE's standard format, signed by employer and candidate. UAE
- [ ] Make sure the employment contract matches the signed offer. Changes need the employee's consent. UAE
- [ ] Add a non-compete clause only if the role gives access to clients or trade secrets, for two years at most. UAE
- [ ] Collect documents: passport valid for six months or more, photo on a white background, academic certificate for the skill level (attested if MOHRE asks), and professional licence for regulated jobs. UAE

5 Permits, visa and residency

- [ ] Apply for the work permit through MOHRE, or through the Work Bundle platform (currently Dubai only). UAE
- [ ] Candidate abroad: obtain the entry permit (ICP, or GDRFA in Dubai). Candidate in the UAE: arrange a change of status or a work permit transfer. UAE
- [ ] Buy health insurance before residency is issued. It is mandatory in all seven emirates. UAE
- [ ] Provide the bank guarantee or worker protection insurance for the employee. UAE
- [ ] Submit the signed contract to MOHRE within 14 days of arrival or change of status. Within 60 days of entry: medical fitness test, Emirates ID biometrics, residence permit. UAE
- [ ] Set up payroll through the Wage Protection System. Each month's salary is due on the 1st of the next month. UAE
- [ ] UAE nationals: register for pension within one month (GPSSA; Abu Dhabi employers: Abu Dhabi Pension Fund). UAE
- [ ] Remind the employee to subscribe to ILOE unemployment insurance, which is their obligation. UAE
- [ ] Do not charge the employee recruitment or visa costs, and do not keep their passport. UAE

6 Onboard and confirm

- [ ] Send a welcome email with first-day details before day 1 (p.17).
- [ ] Assign a buddy and agree 30, 60 and 90-day goals.
- [ ] Hold check-ins at 30, 60 and 90 days.
- [ ] Good practice: hold the probation review at least 14 days before probation ends. To end employment in probation, give 14 days' written notice. UAE
- [ ] Record time to hire, cost per hire and source of hire (p.19).

Visa and joining tracker

Candidate: _____ Role: _____

Offer signed	_____	**Work permit issued**	_____
Entry permit or status change	_____	**Arrived in the UAE**	_____
Medical fitness test	_____	**Emirates ID biometrics**	_____
Health insurance active	_____	**Contract submitted to MOHRE**	_____
Residence permit issued	_____	**First working day**	_____

Recruitment planning template

List each role you expect to fill in the period. Review the plan each month with finance and hiring managers, and update the status column as roles move.

Company / department _____ Plan period _____

Prepared by _____ Approved hiring budget (AED) _____

#	Role	Department	New or replacement	Priority H / M / L	Target start	Salary band AED / month	Visa route	Hiring manager	Status
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									

Visa route: A = new hire from abroad · U = already in the UAE (transfer or change of status) · E = UAE national
Status: Not started · Sourcing · Interviewing · Offer · Visa in progress · Joined · On hold

Quarter view

	Q1	Q2	Q3	Q4
Roles planned				
Budget (AED)				
Roles filled				

Emiratisation check

Companies with 50 or more employees must grow the share of UAE nationals in skilled roles by 2% a year (p.21).

Skilled roles held by UAE nationals now _____

Target by 30 June _____

Target by 31 December _____

Emirati hires in this plan _____

Role intake form

Complete this with the hiring manager before you advertise. It settles the must-haves, budget and process up front, so you don't have to re-brief the recruiter or re-post the role later.

A. ROLE BASICS

Job title _____ **Department** _____ **Reports to** _____

Emirate / free zone _____ **Target start date** _____ **Number of hires** _____

Work model ☐ On-site ☐ Hybrid ☐ Remote **Contract** ☐ Full-time ☐ Part-time ☐ Temporary ☐ Flexible

Reason ☐ New role ☐ Replacement **Replacing** _____

B. WHY THIS ROLE EXISTS

What must this person achieve in the first 12 months?

_____

_____

_____

C. SKILLS

Must-haves (up to five)

_____

_____

_____

_____

_____

Nice-to-haves

_____

_____

_____

_____

_____

D. QUALIFICATIONS AND LICENCES

Minimum qualification _____ **MOHRE skill level** _____

Professional licence or regulator approval needed? ☐ No ☐ Yes, which: _____

MOHRE asks for an academic certificate for skill levels 1 to 5, and a professional licence for regulated jobs (for example doctors, nurses, teachers, advocates).

E. PAY, BENEFITS AND VISA

Basic salary AED/mo _____ **Allowances AED/mo** _____ **Bonus / commission** _____

Benefits ☐ Health insurance (mandatory) ☐ Annual air ticket ☐ Relocation support ☐ Other

Consider candidates ☐ In the UAE ☐ From abroad **Visa sponsorship** ☐ Yes ☐ No

F. SELECTION PROCESS AND TIMINGS

Interview stages _____ **Panel** _____

Assessment or work sample _____ **Offer approver** _____

CV feedback within (days) _____ **Interview feedback within (hours)** _____

Scorecard criteria and weights: agree them now and copy them into the scorecard (p.14).

G. WHERE TO LOOK

☐ Internal ☐ Referrals ☐ Talent pool ☐ Job boards ☐ LinkedIn ☐ Nafis (UAE nationals) ☐ Recruitment partner

Hiring manager _____ **HR** _____ **Finance** _____

Job description template

Lead with what the person will do and achieve. Replace each grey prompt with your own text, and keep the must-haves to the few skills the job cannot be done without.

Job title

Use the title candidates search for, such as "Senior Data Analyst", not an internal grade.

Location and work model

Emirate and area. On-site, hybrid or remote.

Employment type

Full-time, part-time, temporary or flexible. Contract length if relevant.

About us

Two or three sentences: what you do, your size, and why people join.

The role

Two or three sentences on the purpose of the job and who it reports to.

What you'll do

Five to seven bullet points, each starting with a verb.

What you'll bring

Three to five must-haves from the intake form. Keep the list to what the job needs.

Nice to have

Two or three extras that would help but are not required.

What we offer

Salary range, benefits, leave, visa sponsorship, relocation and learning support.

Hiring process

The stages and the time each takes, so candidates can plan.

How to apply

Link or email address, and the closing date.

UAE job-ad checklist

UAE LAW

- [ ] No requirements based on gender, race, colour, sex, religion, national or social origin or disability.
- [ ] Roles for UAE nationals under Emiratisation are allowed. The Labour Law does not treat measures that increase Emirati employment as discrimination.
- [ ] Do not ask applicants to pay any recruitment, visa or processing fee.

Sources: Federal Decree-Law No. 33 of 2021, Art. 4 and Art. 6; u.ae

GOOD PRACTICE

- [ ] Show the salary range.
- [ ] Say whether you sponsor visas and support relocation.
- [ ] Ask only for information the job needs. Leave out photos, age and marital status unless a legal requirement applies.
- [ ] Use plain job titles and avoid internal jargon.
- [ ] Describe the hiring process and timeline.
- [ ] Check the advert against the must-haves on your intake form.

Equal opportunity line

"We welcome applications from all qualified candidates and assess each one on skills, experience and potential."

Hiring cost planning worksheet

Estimate the full cost of one hire before you approve it. Parts A, B and C are one-time costs. Part D, on the next page, is the first-year cost of employment. Leave a line blank if it does not apply.

Role _____ **Emirate** _____

Candidate ☐ Abroad ☐ In the UAE ☐ UAE national **MOHRE establishment category** ☐ 1 ☐ 2 ☐ 3

Part A. Recruitment costs (one-time)

#	Cost item	Notes and official reference	Estimate (AED)	Actual (AED)
1	**Job advertising and job boards**			
2	**LinkedIn or other sourcing tools**			
3	**Recruitment agency or search fee**	As set in your agreement		
4	**Employee referral bonus**			
5	**Assessments and skills tests**			
6	**Background, education and reference checks**			
7	**Candidate travel and interview costs**			
8	**Internal time: ___ hours × AED ___ an hour**	HR, hiring manager and interview panel		
9	**Other**			
	Subtotal A			

Part B. UAE government and compliance costs (one-time, paid by the employer)

#	Cost item	Notes and official reference	Estimate (AED)	Actual (AED)
1	**MOHRE work permit (two years)**	AED 250 (Category 1), AED 1,200 (Category 2) or AED 3,450 (Category 3), plus AED 50 application fee. Excludes tax and collection charges.		
2	**Entry permit, or change of status if the candidate is in the UAE**	Fees vary by emirate: see ICP, or GDRFA for Dubai		
3	**Medical fitness test**	Approved medical centre fee		
4	**Emirates ID**	ICP fee		
5	**Residence permit**	ICP, or GDRFA for Dubai		
6	Health insurance (two-year policy)	Northern emirates basic package: AED 320 a year on a two-year policy. Dubai and Abu Dhabi: insurer quote.		
7	**Bank guarantee or worker protection insurance**	Guarantee: AED 3,000 per worker, or insurance: AED 137.50 skilled, AED 180 low-skilled, AED 250 high-risk (non-WPS); 30-month policy.		
8	**Typing centre, PRO or service fees**			
	Subtotal B			

Official figures from MOHRE (work permit service; basic health insurance scheme) and u.ae (Ministerial Resolution No. 318 of 2022), checked 11 November 2026. Fees change: confirm them on mohre.gov.ae, icp.gov.ae or gdrfad.gov.ae before you budget.

Hiring cost planning worksheet continued

Part C. Joining and onboarding costs (one-time)

#	Cost item	Notes and official reference	Estimate (AED)	Actual (AED)
1	Flight to the UAE			
2	Temporary accommodation and relocation allowance			
3	Laptop, phone and software licences			
4	Induction and training			
5	Sign-on bonus			
	Subtotal C			

Part D. First-year employment cost

#	Cost item	Notes and official reference	Estimate (AED)	Actual (AED)
1	**Basic salary (monthly × 12)**	Gratuity and overtime are calculated on basic salary		
2	**Housing allowance**			
3	**Transport allowance**			
4	**Other allowances**			
5	**Bonus or commission (target)**			
6	**Annual air ticket**	If your policy or contract includes one		
7	**End-of-service gratuity accrual**	21 days' basic salary per year for years 1 to 5, payable after one year of service. Estimate it with the gratuity calculator at atribsmetscon.com.		
8	Pension for UAE nationals (GPSSA / ADPF)	Employer share: check current rates with GPSSA (Abu Dhabi: ADPF).		
9	**Overtime, if expected**	Paid at the normal hourly wage plus at least 25%		
10	**Other benefits**	For example life insurance or school fees		
	Subtotal D			

Summary for this hire

One-time cost (A + B + C) _____ AED

First-year cost (A + B + C + D) _____ AED

Approved budget _____ AED

Difference _____ AED

UAE budgeting reminders

- The employer pays recruitment, travel and residency costs. Candidates cannot be charged.
- Gratuity and overtime are calculated on basic salary, so set the basic and allowance split with care.

Cost per hire: the ANSI/SHRM standard

(External costs + internal costs) ÷ number of hires in the period

External: advertising, agency fees, assessments, background checks, candidate travel, referral bonuses. **Internal:** your recruiting team's time and tools.

Track UAE-specific costs such as permits, visas and relocation alongside it, and note what your figure includes.

Recruiting cost ratio

Total recruitment costs ÷ total first-year pay of the hires × 100

Compare it across roles and years.

Sources: ANSI/SHRM 06001.2012; ISO/TS 30407:2017

12 ways to cut recruitment costs

Invoices are only part of the cost. Roles left open, candidates who drop out and hires who leave in their first year all cost money too. These twelve habits reduce both kinds.

COST 1
Direct costs
Adverts, agency fees, permits, visas, insurance and relocation (p.9).

COST 2
Vacancy costs
Lost output, overtime and delays while the role stays open.

COST 3
Early-leaver costs
A hire who leaves in probation means paying the direct costs a second time.

01 Plan a quarter ahead

A recruitment plan (p.6) gives you time to use referrals and your talent pool before you pay for an urgent search. Finance can also budget permit, visa and relocation costs before the role opens.

Try this: Add expected replacements and new roles for the next quarter to the plan, even before they are approved.

02 Fix the brief before you post

A 30-minute intake meeting (p.7) settles the must-haves, salary band and interview panel before anyone starts sourcing. Each re-post or re-brief restarts the clock on a role that is already costing you.

Try this: Open a role only after the hiring manager has signed the intake form.

03 Look inside first

An internal move avoids advertising, agency, permit and relocation costs, and the person already knows your business.

Evidence: In a US study, external hires were paid about 18% more than internal staff promoted into similar jobs, yet received lower performance ratings in their first two years (Bidwell, 2011). LinkedIn reports that employees stay 41% longer at companies with high internal hiring (2020).

04 Tap referrals and your talent pool

Set a referral bonus below what an agency would charge for the same role, and pay it once the hire passes probation. Keep strong finalists on file, with their consent, and call them first when a similar role opens.

Evidence: Referred hires were less likely to quit than other hires in a study of nine large companies (Burks et al., 2015).

05 Structure every interview

Ask each candidate the same questions and score answers against the same criteria (p.13 and p.14). Fewer mis-hires means fewer repeat searches.

Evidence: A 2022 review ranked structured interviews as the strongest single predictor of job performance among common selection methods: validity of 0.42, against 0.19 for unstructured interviews (Sackett et al., 2022).

06 Move fast and keep candidates informed

Set a feedback deadline for each stage and send a status update even when you have no decision yet (templates, p.18).

Evidence: 62% of professionals lose interest in a job if they don't hear back within two weeks of the initial interview, rising to 77% after three weeks (Robert Half, US survey, 2021).

12 ways to cut recruitment costs continued

07 Agree pay, notice and visa status early

Cover salary expectations, notice period and visa status in the first call (p.4). Finding a pay or notice gap at offer stage means restarting the search.

Try this: Use the five screening questions on p.4 for each candidate before the first interview.

08 Track what each channel delivers

Record source of hire and cost per channel each quarter (p.19). Move budget toward the channels whose hires pass probation, and drop the ones that only produce applications.

Try this: Add a "source" field to each application record and review it at the end of each quarter.

09 Onboard to keep the hire you paid for

A hire who leaves during probation means paying for recruitment, permits and visas again. Assign a buddy, set 30, 60 and 90-day goals and hold regular check-ins (p.17).

Evidence: A 2025 meta-analysis (183 samples) linked new hires' sense of acceptance by colleagues to better performance ratings and lower intention to quit (Bauer et al., *Journal of Management*).

10 Stay in MOHRE's top category UAE

MOHRE classifies establishments by their compliance with labour law, the Wage Protection System and other rules. Your category sets the work permit fee: AED 250 in Category 1 against AED 3,450 in Category 3. Repeat late payment can move you to the third category from day 11 after the due date.

Sources: MOHRE work permit service; u.ae, work permits and payment of wages pages.

11 Use the Work Bundle UAE

The Work Bundle platform (workinuae.ae) combines the work permit, residence visa, Emirates ID, medical test and employment contract in one application. It is live in Dubai; the other emirates are listed as "coming soon".

Official figures: 5 steps instead of 15, 5 documents instead of 16, and 5 working days instead of 30 (u.ae).

12 Meet Emiratisation targets on time UAE

Companies with 50 or more employees that miss their target pay AED 10,000 a month for each unfilled position in 2026. Put Emirati hires in your recruitment plan and post those roles on the Nafis platform (p.21).

Source: MOHRE, reported by WAM on 22 June 2026.

When to bring in a recruitment partner

- Specialist or senior roles with few active candidates
- Volume hiring against a deadline
- Emiratisation targets to meet
- Hiring in the UAE before you set up a local entity (Employer of Record)

Atribs Metscon offers permanent recruitment, outsourced staffing, Employer of Record services and Emiratisation support.

Request a proposal →

Structured interview guide

Structured interviews ask each candidate the same questions and score the answers against the same criteria. Use this page to build the interview and the scorecard on p.14 to rate it.

Seven rules for structured interviews

1. **Pick four to six criteria** from the intake form and agree their weights before the first interview.
2. **Ask each candidate the same core questions** in the same order. Use follow-up probes to get specifics.
3. **Ask for real examples:** the situation, what the candidate did, and the result.
4. **Note what the candidate said and did,** not your impression of them.
5. **Score each answer on your own** straight after the interview, using the scale on the scorecard.
6. **Submit scores before the debrief,** so the first opinion voiced doesn't sway the rest.
7. **Keep questions job-related.** Avoid questions about religion, nationality, age, marital status or family plans.

Watch for rater errors

First impression: judging in the first minutes and looking for proof

Halo effect: one strong answer lifts the rest

Similar to me: favouring people with your background

Central tendency: scoring everyone a 3

Contrast: rating against the last candidate instead of the criteria

Probes that get specifics

"What exactly did you do?" · "What was the result?" · "How did you measure it?" · "What would you do differently?"

Question bank

Choose one or two questions per criterion. Replace the text in [brackets] with tasks from the role.

Problem solving

- Tell me about a difficult problem you solved at work. How did you find the cause?
- Describe a decision you made with incomplete information. What happened?
- What process have you improved? How did you know it worked?

Ownership and delivery

- Tell me about a goal you missed. What did you do next?
- Describe a project you delivered to a tight deadline. How did you plan it?
- Tell me about work you took on outside your role because it needed doing.

Communication

- Tell me about a time you explained something complex to a non-expert.
- Describe a disagreement with a colleague or manager. How did you handle it?
- Give an example of feedback you gave that changed someone's work.

Collaboration

- Tell me about a time you helped a colleague succeed.
- Describe working in a team with different nationalities and working styles. What did you adjust?
- Tell me about a team that wasn't working well. What did you do?

Adaptability and learning

- Tell me about a time your priorities changed at short notice.
- What have you taught yourself recently, and how did you learn it?
- Describe a time you had to learn a new tool or process fast to deliver.

Role-specific skills

- Walk me through how you would approach [a real task from the job].
- Here is [a work sample or case]. What would you do first, and why?
- Which piece of work from your last role are you proudest of? What was your part?

Sample 45-minute interview plan

5 min	**25 min**	**10 min**	**5 min**
Welcome, introductions and how the interview will run	Core questions on your criteria, with probes	Role-specific task or work sample	Candidate's questions and next steps, with a date

Based on structured interview guidance from the US Office of Personnel Management (2008) and Google re:Work.

Interview evaluation scorecard

Complete one scorecard per interviewer, per candidate. Score each criterion on your own, write down the evidence, and submit before the panel meets.

Candidate _____ **Role** _____

Interviewer _____ **Date** _____

Stage ☐ Screening ☐ First interview ☐ Second interview ☐ Final

1 Poor	2 Weak	3 Solid	4 Strong	5 Outstanding
No relevant evidence, or clear concerns	Limited evidence; below the standard	Meets the standard with clear examples	Exceeds the standard in parts	Exceeds the standard with several strong examples

Criterion	Weight	Score	Weight × score	Evidence: what the candidate said or did
Role-specific skills Can do the core tasks of the job	%	1 to 5		
Problem solving Finds causes, weighs options, decides	%	1 to 5		
Communication Clear, concise, adapts to the audience	%	1 to 5		
Collaboration Works well with others, shares credit	%	1 to 5		
Ownership and delivery Takes responsibility and finishes work	%	1 to 5		
Adaptability and learning Handles change and learns fast	%	1 to 5		
	%	1 to 5		
Total	**100%**			**Weighted score = total of (weight × score) ÷ 100. Maximum 5.0**

Recommendation ☐ Strong hire ☐ Hire ☐ No hire ☐ Strong no hire

Strengths	Concerns or risks	Questions for the next round

Signature _____ **Submitted before debrief (date and time)** _____

Candidate comparison matrix

Bring the panel's scores together and compare candidates criterion by criterion. Agree the decision rule before you look at the totals.

Role _____ Panel _____ Decision date _____

Criterion	Weight	Candidate A	Candidate B	Candidate C	Candidate D	Candidate E
Candidate name						
AVERAGE PANEL SCORE PER CRITERION (1 TO 5)						
Role-specific skills	%					
Problem solving	%					
Communication	%					
Collaboration	%					
Ownership and delivery	%					
Adaptability and learning	%					
	%					
Weighted total (out of 5)	**100%**					
Rank						
PRACTICAL CHECKS						
All must-haves met? (Y / N)						
Salary expectation (AED / month)						
Notice period						
Visa status						
Earliest start date						
References checked (Y / N)						

ATRIBS METSCON GROUP

Debrief rules

1. Each interviewer shares scores and evidence before anyone gives an overall view.
2. Discuss one criterion at a time, starting with the must-haves.
3. Use the weighted totals to shortlist, then check the evidence behind any close call.
4. Record the decision and the reason for it.

Evidence: Combining ratings with a simple formula predicts job performance better than an overall judgement (Kuncel et al., 2013).

Decision

Selected candidate _____

Reason _____

Backup candidate _____

Approved by _____

Reference check form

Get the candidate's written consent first. Speak to at least two referees who managed or worked closely with them, ask each the same questions, and keep your notes factual.

Candidate _____ **Role** _____

Referee name _____ **Company and job title** _____

Phone or email _____ **Checked by and date** _____

Relationship ☐ Manager ☐ Peer ☐ Client ☐ Direct report **Candidate consent received** ☐ Yes

1 Can you confirm the candidate's job title and dates of employment?

2 What were their main responsibilities?

3 What were their main strengths? Can you give an example?

4 Where did they need support or development?

5 How did they handle pressure or tight deadlines?

6 How did they work with colleagues and managers?

7 On a scale of 1 to 5, how would you rate their overall performance against others in similar roles? Why?

8 Why did they leave, or why are they leaving?

9 Would you hire or work with them again? Why?

10 Is there anything else that would help them succeed in this role?

Other notes, including anything to follow up

Outcome ☐ Confirms our assessment ☐ Points to follow up ☐ Concern: discuss before the offer

Onboarding checklist

Plan onboarding around four goals, known as the four Cs, from Talya Bauer's onboarding research for the SHRM Foundation.

New hire _____ Role _____ Start date _____

Manager _____ Buddy _____ HR contact _____

Compliance
Paperwork, permits and rules

Clarification
Role, goals and expectations

Culture
How your company works

Connection
Relationships with colleagues

Before day 1

- [ ] Confirm the work permit, visa, medical test and Emirates ID steps are complete or booked. UAE
- [ ] Activate health insurance and share the insurance card. UAE
- [ ] Send a welcome email: start time, location, dress code and first-day contact.
- [ ] Prepare the laptop, accounts, email and access card.
- [ ] Assign a buddy from the team.
- [ ] Draft 30, 60 and 90-day goals.
- [ ] Tell the team who is joining and when.

Day 1

- [ ] The manager welcomes the new hire in person.
- [ ] Team introductions and a tour of the workplace.
- [ ] Walk through the role, goals and first-week plan.
- [ ] Cover key policies: code of conduct, health and safety, data protection, leave.
- [ ] Lunch or coffee with the buddy.

Week 1

- [ ] Training on tools and systems.
- [ ] Meetings with key stakeholders.
- [ ] A first small task with a clear finish.
- [ ] Confirm bank details for payroll through WPS. UAE
- [ ] Remind the new hire to subscribe to ILOE unemployment insurance. UAE
- [ ] End-of-week check-in with the manager.

Days 30, 60 and 90

Day	What good looks like	Check-in date	Done
30	Knows the role, team and tools. First goals agreed and under way.		
60	Delivers core tasks without help. Feedback given in both directions.		
90	Contributes fully in core areas. Development plan agreed.		

Probation review UAE

- [ ] Hold the formal review at least 14 days before probation ends. If you end employment during probation, the law requires 14 days' written notice.
- [ ] Probation cannot exceed six months and cannot be extended.
- [ ] Confirm the outcome to the employee in writing.

Probation end date _____

Review date _____

Outcome ☐ Confirmed ☐ Not confirmed

Evidence: A 2025 meta-analysis (183 samples) linked new hires' sense of acceptance by colleagues to better performance ratings and lower intention to quit (Bauer et al., *Journal of Management*). Connection deserves as much planning as paperwork.

Candidate email templates

Candidates who hear nothing drop out. Use these templates to keep people informed at each stage, and replace the text in red brackets before you send.

Interview invitation — INVITE

Subject: Interview for [Role] at [Company]

Hi [Name],

Thank you for applying for the [Role] role. We would like to invite you to a [video / in-person] interview with [names and job titles] on [day, date] at [time], UAE time.

The interview will take about [45] minutes and cover [topics]. [Please bring or prepare ...]

Please confirm by [date], or suggest another time that suits you.

Best regards,
[Name, job title, phone]

Status update — KEEP WARM

Subject: Update on your application for [Role]

Hi [Name],

Thank you for your patience. We are still [completing interviews / collecting feedback] for the [Role] role and expect to update you by [date].

You are still under consideration, and we will contact you by that date either way.

Best regards,
[Name]

Offer: next steps — OFFER

Subject: Your offer from [Company]: next steps

Hi [Name],

We are pleased to offer you the [Role] role. You will receive the formal job offer on [date] to review and sign.

Once you sign, we will start your work permit and visa. To prepare, please send:

- A passport copy, valid for at least six months
- A photo with a white background
- [Academic certificate] [Professional licence]

We cover all recruitment, visa and residency costs. [HR contact] will guide you through the medical test, Emirates ID and contract steps.

Best regards,
[Name]

Decline after interview — CLOSE

Subject: Your application for [Role]

Hi [Name],

Thank you for the time you gave us during the interview process for the [Role] role. We have decided to offer the role to another candidate whose experience in [area] matches our current needs more closely.

[Optional: one piece of feedback that may help you ...]

With your permission, we would like to keep your details and contact you about future roles.

Best wishes,
[Name]

Response times to commit to

Pick deadlines your team can keep, write them into the intake form (p.7), and send the status update above whenever a deadline will slip. Robert Half (2021, US survey): 62% of professionals lose interest if they hear nothing within two weeks of the initial interview.

Recruitment metrics tracker

Track a few measures each quarter. They show where your time and money go, and which channels bring hires who stay.

What to measure

Metric	Formula	What it tells you
Time to fill	Days from role approval to offer accepted	How long roles stay open
Time to hire	Days from a candidate's first contact to offer accepted	How fast your process moves once you find someone
Cost per hire	(External + internal recruitment costs) ÷ hires	Cost trend over time (p.10)
Offer acceptance rate	Offers accepted ÷ offers made × 100	Whether pay, process or candidate experience loses people at the last step
Source of hire	Hires from a channel ÷ total hires × 100	Which channels deliver
Probation pass rate	Hires confirmed after probation ÷ hires whose probation ended × 100	An early read on quality of hire
90-day attrition	New hires who left within 90 days ÷ new hires in the period × 100	Selection or onboarding problems
Quality of hire	No single standard. For example, the hiring manager's rating at six months	Whether your process picks people who perform

Cost per hire follows the ANSI/SHRM 06001.2012 standard. Time to fill and time to hire follow common HR usage; pick one start point and keep it the same each quarter.

Quarterly tracker

Year _____ Business unit _____ Owner _____

Metric	Target	Q1	Q2	Q3	Q4
Hires made					
Time to fill (days)					
Time to hire (days)					
Cost per hire (AED)					
Offer acceptance rate (%)					
Probation pass rate (%)					
90-day attrition (%)					
Top source of hire					
UAE nationals hired					

When a number moves the wrong way

Offer acceptance falls

Compare your pay and benefits with current offers in the market, and check how many days pass between the final interview and the offer.

Time to fill rises

Find the stage where candidates wait longest. Slow CV feedback and hard-to-book panels are the usual places to look.

Early leavers increase

Re-read the intake brief against what the job turned out to be, and check whether each 30, 60 and 90-day check-in happened.

UAE employment rules at a glance

Key rules for private-sector employers on the UAE mainland under Federal Decree-Law No. 33 of 2021, the UAE Labour Law, as checked against official sources on 11 November 2026. Highlighted rows are the ones employers most often ask about.

Topic	What the rule says	Source
Contracts	Fixed-term, renewable by agreement, on MOHRE-approved templates. The contract must match the signed job offer; changes need the employee's consent and MOHRE approval.	u.ae; Art. 8; MR 46/2022
Work models	Full-time, part-time, temporary, flexible, remote and job sharing.	u.ae; Art. 7
Probation	Up to six months, once per employer, and it cannot be extended. To end employment during probation, the employer gives 14 days' written notice. An employee who resigns gives one month's notice to join another UAE employer, which then compensates the first employer's recruitment costs unless agreed otherwise, or 14 days' notice to leave the UAE.	u.ae; Art. 9
Notice period	30 to 90 days after probation. A party that does not serve notice pays the other a notice allowance.	u.ae; Art. 43
Working hours	Up to 8 hours a day or 48 a week. Overtime up to 2 hours a day, paid at the normal hourly wage plus at least 25%, or at least 50% between 10pm and 4am (shift workers excepted). No more than 144 hours in three weeks. At least one paid rest day a week.	Arts. 17, 19, 21
Annual leave	At least 30 days a year. Two days per month for service between six months and one year.	Art. 29
Sick leave	Up to 90 days a year after probation: 15 days on full pay, 30 on half pay, the rest unpaid.	u.ae; Art. 31
Maternity and parental leave	60 days' maternity leave: 45 on full pay, 15 on half pay. Five working days' parental leave for either parent within six months of the birth.	Arts. 30, 32
End-of-service gratuity	After at least one year's continuous service: 21 days' basic salary per year for the first five years, then 30 days per year. Capped at two years' wage and paid within 14 days of the contract ending. UAE nationals fall under the pension law instead.	u.ae; Art. 51
Savings scheme option	Employers can use an approved savings scheme instead of gratuity: 5.83% of monthly basic salary for the first five years, 8.33% after.	u.ae; Cabinet Resolution 96 of 2023
Non-compete	Only where the role gives access to clients or trade secrets. It must be limited in time, place and type of work, and last no more than two years after the contract ends.	Art. 10
Equal treatment	No discrimination on the basis of gender, race, colour, sex, religion, national or social origin or disability. Women receive equal pay for the same work or work of equal value. Measures that increase Emirati employment are not discrimination.	u.ae; Art. 4
Recruitment costs and documents	The employer pays recruitment, travel and residency costs. Charging candidates recruitment fees is illegal, and confiscating passports is prohibited.	u.ae, Labour rights
Work permits	Employing anyone without a MOHRE work permit carries a fine of AED 100,000 to AED 1,000,000.	Art. 60; FDL 9/2024
Wages (WPS)	Pay wages through the Wage Protection System. Wages are due on the 1st; at least 85% of total wages, and of each employee's wage, must be paid on time. From the due date: alerts from day 2, a freeze on new work permits from day 5, a fine and a move to the third category from day 11 for repeat violations, a labour dispute from day 16, and enforcement from day 21.	u.ae; Ministerial Resolution 340 of 2026
Free zones	DIFC and ADGM apply their own employment laws. DIFC employers pay into the DEWS savings scheme: 5.83% of monthly basic wage for the first five years, 8.33% after.	DIFC Law No. 2 of 2019; ADGM Employment Regulations 2024

"Art." refers to Federal Decree-Law No. 33 of 2021 on the Regulation of Labour Relations, as amended. Full source list on p.22.

Emiratisation and mandatory schemes

Emiratisation targets apply to private-sector companies registered with MOHRE. Put UAE national hires in your recruitment plan, and check which of the schemes below apply to each employee.

Companies with 50 or more employees

+2% a year

Increase the share of UAE nationals in skilled roles by 2% a year: 1% by 30 June and 1% by 31 December. The national goal is 10% by the end of 2026.

Sources: u.ae; MOHRE via WAM, June 2026

Companies with 20 to 49 employees in 14 sectors

1 + 1 hires

Hire at least one UAE national by the end of 2024 and one more by the end of 2025. Check MOHRE for any requirement set for 2026.

Information and communications · **Finance and insurance** · **Real estate** · **Professional, scientific and technical** · **Administrative and support services** · **Education** · **Healthcare and social work** · **Arts and entertainment** · **Mining and quarrying** · **Manufacturing** · **Construction** · **Wholesale and retail** · **Transport and warehousing** · **Hospitality**

Source: u.ae

The cost of missing a target

AED 10,000

A month for each unfilled position in 2026 for companies with 50 or more employees (AED 120,000 a year), collected from 1 July 2026. For companies with 20 to 49 employees, MOHRE charged AED 96,000 in January 2025 and AED 108,000 in January 2026 for each missed hire.

Sources: MOHRE via WAM, 22 June 2026; u.ae

Other rules for hiring UAE nationals

- Minimum wage in the private sector: AED 6,000 a month from 1 January 2026.
- Register them for pension within one month: GPSSA, or the Abu Dhabi Pension Fund for Abu Dhabi employers.
- Fictitious Emiratisation: fines of AED 100,000 to AED 1,000,000, multiplied by the number of workers involved.
- Find candidates through the Nafis platform.

Sources: u.ae; Art. 60, as amended by FDL 9/2024

Mandatory schemes

Scheme	Who pays	Key facts	Source
Health insurance	Employer	A valid policy is needed to issue or renew residency. Dubai and Abu Dhabi run their own schemes. In the northern emirates the basic scheme has been mandatory since 1 January 2025 (AED 320 a year, two-year policy); staff with earlier permits are covered at residency renewal.	MOHRE
Worker protection	Employer	A bank guarantee of AED 3,000 per worker, or an insurance policy: AED 137.50 per skilled worker, AED 180 per low-skilled worker, AED 250 per worker at high-risk establishments that do not comply with WPS. Covers up to AED 20,000 per worker; the policy runs for 30 months.	u.ae; Ministerial Resolution 318 of 2022
ILOE unemployment insurance	Employee	AED 5 a month (basic salary up to AED 16,000) or AED 10 above, plus VAT. After 12 months of premiums, pays 60% of basic salary for up to 3 months per claim, capped at AED 10,000 or 20,000 a month. Exempt: investors, domestic workers, temporary contracts, under-18s, pensioners in a new job.	iloe.ae
Pension (GPSSA)	Employer and employee	UAE nationals: register within one month with GPSSA (Abu Dhabi employers: Abu Dhabi Pension Fund). GCC nationals are covered under the GCC extension system. Check current contribution rates with the fund.	u.ae; gpssa.gov.ae
Wage Protection System	Employer	Wages due on the 1st; at least 85% of total wages, and of each employee's wage, paid on time (p.20).	u.ae

Sources

The UAE rules, fees and figures in this kit come from the sources below. We checked each web address on 11 November 2026.

UAE government and official sources

1. Federal Decree-Law No. 33 of 2021 on the Regulation of Labour Relations (as amended, incl. Federal Decree-Law No. 9 of 2024)
   uaelegislation.gov.ae/en/legislations/1541
2. u.ae: Employment contracts, duration and models in the private sector
   u.ae/en/information-and-services/jobs/employment-in-the-private-sector/job-offers-and-work-permits-and-contracts/employment-contracts-duration-and-models-in-the-private-sector
3. u.ae: Job offers and the employment process (contract submission within 14 days; Ministerial Resolution No. 46 of 2022)
   u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/Job-offers-and-the-employment-process
4. u.ae: Terminating employment contracts
   u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/terminating-employment-contracts
5. u.ae: End-of-service benefits for employees in the private sector
   u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/end-of-service-benefits-for-employees-in-the-private-sector
6. u.ae: Labour rights
   u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/labour-rights
7. u.ae: Employment laws and regulations in the private sector
   u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/employment-laws-and-regulations-in-the-private-sector
8. u.ae: Payment of wages (Wage Protection System; Ministerial Resolution No. 340 of 2026)
   u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/payment-of-wages
9. u.ae: Emiratis' employment in the private sector
   u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/emiratis-employment-in-private-sector
10. u.ae: Work permits (Work Bundle and fees)
    u.ae/en/information-and-services/jobs/Sector-of-employment/employment-in-the-private-sector/work-permits
11. u.ae: Employment of expatriates in privately held companies
    u.ae/en/information-and-services/moving-to-the-uae/expatriates-working-in-the-uae/employment-of-expatriates-in-privately-held-companies
12. u.ae: Insurance system for employees in the private sector (Ministerial Resolution No. 318 of 2022)
    u.ae/en/information-and-services/jobs/insurance/insurance-system-for-employees-in-the-private-sector
13. MOHRE: Work permit issuance service
    mohre.gov.ae/en/services/recruiting-a-worker-from-overseas-2022
14. MOHRE: The basic health insurance scheme
    mohre.gov.ae/en/guidance-and-awareness-portal-new/the-basic-health-insurance-scheme
15. MOHRE news, 13 August 2024: Federal Decree-Law amending the Labour Law
    www.mohre.gov.ae/en/media-center/news/13/8/2024/uae-government-issues-federal-decree-law-amending-regulation-of-employment-relationship-law.aspx
16. MOHRE statement published by WAM, 22 June 2026: H1 Emiratisation deadline
    www.wam.ae/en/article/c0uqocb-mohre-reaffirms-june-deadline-for-private-sector
17. GDRFA Dubai: Visa issuance linked with job contract (60 days from entry)
    gdrfad.gov.ae/en/node/13884
18. GPSSA: Frequently asked questions (registration; Abu Dhabi Pension Fund coverage)
    gpssa.gov.ae/pages/en/help/faq
19. ILOE: Involuntary Loss of Employment scheme
    www.iloe.ae/
20. Work Bundle platform
    workinuae.ae/index-en.html
21. DIFC Employment Law No. 2 of 2019; ADGM Employment Regulations 2024
    www.difc.com · www.adgm.com

News reports (not official sources)

1. Emirates 24|7: MOHRE confirms 30 June deadline for private sector Emiratisation targets
   www.emirates247.com/uae/mohre-confirms-30-june-deadline-for-private-sector-emiratisation-targets/2850

Research and standards

1. ANSI/SHRM 06001.2012, Cost-Per-Hire Standard; ISO/TS 30407:2017, Human resource management: Cost-per-hire
2. Bauer, T. N. (2010). Onboarding new employees: Maximizing success. SHRM Foundation
3. Bauer, T. N., Erdogan, B., Ellis, A. M., Truxillo, D. M., Brady, G. M., & Bodner, T. (2025). New horizons for newcomer organizational socialization. *Journal of Management*
   journals.sagepub.com/doi/full/10.1177/01492063241277168
4. Bidwell, M. (2011). Paying more to get less: The effects of external hiring versus internal mobility. *Administrative Science Quarterly*
   journals.sagepub.com/doi/abs/10.1177/0001839211433562
5. Burks, S. V., Cowgill, B., Hoffman, M., & Housman, M. (2015). The value of hiring through employee referrals. *Quarterly Journal of Economics*
   doi.org/10.1093/qje/qjv010
6. Kuncel, N. R., Klieger, D. M., Connelly, B. S., & Ones, D. S. (2013). Mechanical versus clinical data combination in selection and admissions decisions. *Journal of Applied Psychology*
7. LinkedIn (2020). Employees stay 41% longer at companies with high internal hiring. LinkedIn Talent Blog
   business.linkedin.com/talent-solutions/blog/internal-mobility/2020/employees-stay-41-percent-longer-at-companies-that-do-this
8. Robert Half (2021). How to lose a candidate in 10 business days. US survey of 1,000+ workers
   press.roberthalf.com/2021-02-10-How-To-Lose-A-Candidate-In-10-Business-Days
9. Sackett, P. R., Zhang, C., Berry, C. M., & Lievens, F. (2022). Revisiting meta-analytic estimates of validity in personnel selection. *Journal of Applied Psychology*
10. US Office of Personnel Management (2008). Structured interviews: A practical guide
    www.opm.gov/policy-data-oversight/assessment-and-selection/structured-interviews/guide.pdf
11. Google re:Work. Guide: Use structured interviewing
    rework.withgoogle.com/

Disclaimer

This kit is for general information and education. It is not legal advice and does not replace advice from a qualified legal professional. UAE laws, fees and procedures change, and requirements differ by employer category, emirate, free zone (DIFC and ADGM have their own employment laws) and employee status. We checked the rules and fees in this kit against the sources above on 11 November 2026. Before you make a compliance decision, confirm the current position with MOHRE, ICP, GDRFA Dubai, your free zone authority or a qualified UAE legal adviser.

Atribs Metscon Group · People-first Workforce Solutions

Need help hiring in the UAE?

Atribs Metscon Group is a UAE-based recruitment and staffing provider. We help businesses hire efficiently, stay compliant with UAE labour laws and build high-performing teams.

20+
years of UAE market expertise

1,500+
professionals deployed

12
industries served

Request a proposal → or call **+971 4 297 7667**

WHAT WE DO

Permanent recruitment
Sourcing, screening, assessment and selection for strategic roles.

Outsourced staffing
Skilled professionals for projects, operations or temporary needs.

Employer of Record (EOR)
Hire employees in the UAE without setting up a local entity. Payroll, contracts and HR operations handled for you.

Emiratisation support
Recruiting qualified UAE nationals to help you meet Emiratisation requirements.

HR and workforce support
Onboarding, documentation, payroll and workforce management.

INDUSTRIES WE RECRUIT FOR

- IT and Digital
- Banking and Finance
- Government and Semi-Government
- Healthcare
- Logistics and Supply Chain
- Construction and Engineering
- Retail and E-Commerce
- Oil, Gas and Energy
- Hospitality and Tourism
- Education and Training
- Manufacturing and Industrial Production
- Technology, Media and Telecom

PHONE
+971 4 297 7667

WHATSAPP
+971 50 498 8382

OFFICE
Economic Group Holdings Building, 3rd Floor, Al Rigga, Dubai, UAE

WEB
atribsmetscon.com

© 2026 Atribs Metscon Group. UAE Hiring Kit, 2026 edition. General guidance, not legal advice. UAE rules checked November 2026.