



CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE  
United Arab Emirates University

## **Participation Report in Distinguished Department Category**

**First Cycle 2014/2015**

**Department Name:**

**Submission date:**

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### A. Table of Definitions

The table below shows the definition of the abbreviations and words mentioned in the report:

[illegible]

**B. Attachments list**

The following table shows list of attachments and evidence for nomination file.

| Attachment's Name | Attachment's Number |
|-------------------|---------------------|
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## C. Introduction

### General information

| Department Name                            |  | Employees Number |  |
|--------------------------------------------|--|------------------|--|
| Organizational Structure/ Sections Related |  |                  |  |
| Main Tasks for the Department              |  |                  |  |
| Main services and Scope of Work            |  |                  |  |

### Work Environment, Internal and External Relations

|                    |  |
|--------------------|--|
| Internal Relations |  |
| External Relations |  |

**Department's Strategy (if available)**

|                   |  |
|-------------------|--|
| <b>Vision</b>     |  |
| <b>Mission</b>    |  |
| <b>Values</b>     |  |
| <b>Objectives</b> |  |

**Main projects, results and accomplishments**

|                                                                               |  |
|-------------------------------------------------------------------------------|--|
| <p><b>* Main Accomplishments and Projects during the period 2011-2014</b></p> |  |
| <p><b>List of Agreements with other governmental parties</b></p>              |  |

\*Please mention only the distinguished accomplishments

**Department's Role in Excellence**

|                                                                                                                                                                                   |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Department participation in internal and external excellence awards (if available and if not please mention NA)                                                                   |  |
| Department awards or appreciation certificates (if available and if not please mention NA)                                                                                        |  |
| List of Department's Methodologies /Procedures(if available and if not please mention NA)                                                                                         |  |
| Courses or sessions that employees attended in excellence/strategy /creativity and innovation and that was organized by the Department(if available and if not please mention NA) |  |
| Social participations for department and employees(if available and if not please mention NA)                                                                                     |  |

## D. Criteria

### 1. Leadership

**1/1 The role of leaders in implementing the mission, vision, values and ethics, developing its strategic objectives and acting as role models for the institutional excellence:**

| Required Evidence Name                                                                                                                                                                                                                     | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences of department's management participation in the preparation of the university's strategic plan (vision, mission, values, objectives, internal and external environment analysis...) and attending related workshops and retreats |                    |                                                |       |
| Evidences of department's management participation in the development of initiatives, activities and detailed operational plans for the department for university's strategic plans goals                                                  |                    |                                                |       |
| Evidences of department's management participation in the deployment of the strategic plan inside and outside the administration, and inside and outside the university and to encourage it's application                                  |                    |                                                |       |
| Evidences of department's management participation in promoting the governmental excellence culture and encouraging its application inside and outside the department, and inside and outside the university                               |                    |                                                |       |
| Evidences of the leader being a good role model in behavior, integrity and community                                                                                                                                                       |                    |                                                |       |

| Required Evidence Name                                                                                                                                               | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| responsibility inside and outside the department, and inside and outside the university                                                                              |                    |                                                |       |
| Evidences that the leader in participation with subordinates set individual objectives for the department heads within the department and evaluate them periodically |                    |                                                |       |
| Evidences on the leader's staff accountability to apply standards of professional conduct and publication of work ethics among employees                             |                    |                                                |       |
| Evidences of leader's participation in courses / conferences, seminars in planning and excellence                                                                    |                    |                                                |       |
| Evidences of leader's participation in the development projects inside and outside the department and the adoption of developmental proposals                        |                    |                                                |       |
| Evidences of leader's participation in measuring and following up the benefit level from achievements to ensure continuous learning                                  |                    |                                                |       |

## 2/1 Participation of leaders in identifying, monitoring and review of the department's/region's performance and leading the development and implementation of the working systems

| Required Evidence Name                                                                                                                                                                                                                   | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences that the department's management developed and applied a mechanism for the development and follow-up of performance indicators of the department, the strategic plan, and the department's plans, operations and methodologies |                    |                                                |       |
| Evidences that the department's management developed and applied a mechanism to manage department's work and work on developing it                                                                                                       |                    |                                                |       |
| Evidences that the department's management reversed the results of the indicators periodic evaluation and performance measurement to make decisions                                                                                      |                    |                                                |       |
| Evidences that the department's management applied governance and transparency standards at the department, in both financial matters / staff /...                                                                                       |                    |                                                |       |
| Evidences that the department's management identified and assessed the risks of operations and initiatives, according to the university's followed methodology of, or according to a methodology pertaining to the department            |                    |                                                |       |
| Evidences that the department's management evaluated the department's and work on developing it                                                                                                                                          |                    |                                                |       |

**3/1 Leaders interact with all internal and external relevant groups and their involvement (customers, partners, suppliers, community, etc.)**

| Required Evidence Name                                                                                                                                                                                                               | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences that the department's management adopted the department's stakeholders limitations lists (customers, partners, suppliers, community ..)                                                                                    |                    |                                                |       |
| Evidences that the department's management adopted a mechanism to confine the needs of concerned categories in the department and follow-up its achievement                                                                          |                    |                                                |       |
| Evidences that the department's management in participation with department's stakeholders (customers, partners, suppliers, community ..) developed and implemented joint development projects                                       |                    |                                                |       |
| Evidences that the department's management adopted a mechanism to confine the needs of concerned categories in department and follow-up its achievement                                                                              |                    |                                                |       |
| Evidences that the department's management familiarized themselves with the results of the department's stakeholders' satisfaction (customers, partners, suppliers, community ..) and reviewed and adopted initiatives to improve it |                    |                                                |       |
| Evidences that the department's management implemented partnerships to enhance department's capabilities                                                                                                                             |                    |                                                |       |
| Evidences that the department's management                                                                                                                                                                                           |                    |                                                |       |

| Required Evidence Name                                                                                                                     | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| participated in or implemented community-based initiatives                                                                                 |                    |                                                |       |
| Evidences that the department's management abided by applying the Court of Accounts and control authorities notes                          |                    |                                                |       |
| Evidences that the department's management applied transparency towards society and governance stakeholders regarding compliance with laws |                    |                                                |       |

#### 4/1 Leaders work on building and promoting a culture of excellence in human resources

| Required Evidence Name                                                                                                            | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences that the leader carried career empowerment and delegation of authority to his staff                                     |                    |                                                |       |
| Evidences that the leader encouraged his employees to participate in the ongoing development projects                             |                    |                                                |       |
| Evidence that the leader applied an accountability culture at all levels                                                          |                    |                                                |       |
| Evidences that the leader encouraged his employees to make suggestions and creative initiatives or participate in its application |                    |                                                |       |
| Evidences that the leader assessed his employees performance a fair assessment                                                    |                    |                                                |       |
| Evidences that the leader stimulated his employees and appreciated their efforts in                                               |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                                    | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| accordance with the applicable regulations and bonuses system adopted at the university                                                                                                                   |                    |                                                |       |
| Evidences that the leader stimulated his staff for personal success and institutional plans and achieve their goals                                                                                       |                    |                                                |       |
| Evidences that the leader to applied the principle of diversity and equal opportunities, whether by appointment, upgrading, motivation, performance assessment or by work distribution                    |                    |                                                |       |
| Evidences that the leader participated in training sessions and specialized conferences as a participant or lecturer or sponsor                                                                           |                    |                                                |       |
| Evidences that the leader selected the second and third generation for his department in accordance with the fair grounds and work on his training in accordance with the University's adopted mechanisms |                    |                                                |       |

**5/1 Leaders ensure the flexibility of the department/area and its ability to manage change effectively**

| Required Evidence Name                                                                                                                                                   | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences that the leader determined required changes on the entity / department's level in accordance with existing data                                                |                    |                                                |       |
| Evidences that the leader made decisions according to the information and indicators results after studying the impact of these decisions and ensure continuous learning |                    |                                                |       |
| Evidences that the leader applied change projects in the department and modified department's orientation when necessary and applied new methods in department           |                    |                                                |       |
| Evidences that the leader encouraged his employees / customers' to participate in change projects                                                                        |                    |                                                |       |
| Evidences that the leader provided the necessary resources for change projects over long and short terms                                                                 |                    |                                                |       |
| Evidences that the leader led change projects and supported his employees to lead it                                                                                     |                    |                                                |       |
| Evidence that the leader encouraged exchange of ideas and constructive debate among staff in change projects                                                             |                    |                                                |       |
| Evidences that the leader explained change processes and justifications for employees / customers                                                                        |                    |                                                |       |

| Required Evidence Name                                                                                  | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|---------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences that the leader reviewed the effectiveness of the change                                      |                    |                                                |       |
| Evidences that the leader made sure that concerned groups benefit from gained knowledge from the change |                    |                                                |       |

## 2. Strategy

### 1/2 Contribute to the preparation, revision and updating of the strategy and the policies that support the authority

| Required Evidence Name                                                                                                                                                                                                                                    | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences of collecting and studying the needs and expectations of all stakeholders and used as input for the development of strategy and supporting policies                                                                                             |                    |                                                |       |
| Department's objectives and its relationship with the strategic and operational plan of the university                                                                                                                                                    |                    |                                                |       |
| Current and forecasted capacities analysis                                                                                                                                                                                                                |                    |                                                |       |
| Operational plan for the department (initiatives, activities and sub-tasks) and implementation priorities                                                                                                                                                 |                    |                                                |       |
| Documents indicate that the department informed suggestions or observations made and utilized in the preparation of operational plans and the development of department's initiatives (Meeting Minutes, follow up complaint or suggestion model, etc....) |                    |                                                |       |
| Documents indicate that the department made visits to the distinct entities and take advantage in work development at the department or university in the preparation of the Strategic Plan (Meeting Minutes, pictures, formal decision ... etc.)         |                    |                                                |       |

| Required Evidence Name                                                                                                                                  | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| List of entities that were compared with                                                                                                                |                    |                                                |       |
| Normative comparison reports                                                                                                                            |                    |                                                |       |
| Document linking the main processes of the department with their own operational plan                                                                   |                    |                                                |       |
| Evidences of applying strategic planning and risk management methodology in the preparation of the strategic plan for department                        |                    |                                                |       |
| Report of the current strategic plan evaluation results and achievement levels for the strategic objectives and the main obstacles and success elements |                    |                                                |       |
| Report of institutional performance assessment and measurement results' studies (performance indicators) and internal audit results of the department   |                    |                                                |       |
| Evidence of employee involvement at the department in identifying initiatives and activities and detailed operational plans                             |                    |                                                |       |
| Risk analysis models                                                                                                                                    |                    |                                                |       |
| Alternative plans and evidences of applying these plans                                                                                                 |                    |                                                |       |
| List of methodologies and updated work procedures                                                                                                       |                    |                                                |       |

## 2/2 Dissemination of the strategy and its supporting policies, and its implementation and follow-up

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                                                                                    | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Minutes of the meetings of the operational plans' implementation follow up and achieve department's objectives and plans implementation ratios                                                                                                                                                                                                                                                                                            |                    |                                                |       |
| Evidences and documents on the application of strategic planning and risk management methodology in disseminating the department's strategic plan that describes the department's director / sections' heads in publishing and defining the strategic Plan (entity's vision, mission and objectives) to department's staff (decision to hold a workshop, Minutes of meeting with Strategic Planning department, Meeting Minutes, etc....) |                    |                                                |       |
| Documents and questionnaires measuring the satisfaction level of the department's staff and customers for the Strategic Plan of the Department                                                                                                                                                                                                                                                                                            |                    |                                                |       |
| Periodic reports to measure the implementation level of the strategic plan for the department and evidences reports of achievement                                                                                                                                                                                                                                                                                                        |                    |                                                |       |
| List of strategic and operational performance indicators at the department level and its                                                                                                                                                                                                                                                                                                                                                  |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                        | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| digital targets placed based on comparisons with best practices and in line with the university's vision and mission                                                                          |                    |                                                |       |
| List of each section's initiatives which copes with the strategic objectives that includes (time period, cost, performance indicator)                                                         |                    |                                                |       |
| List of individual objectives for individuals and work teams emanating from the strategic plan of the department                                                                              |                    |                                                |       |
| Minutes of regular meetings / workshops to review the objectives and update and develop them on a regular basis in line with the strategic objectives and operational plans of the department |                    |                                                |       |
| Minutes of leadership meetings with customers and with staff and in external conferences and meetings                                                                                         |                    |                                                |       |
| Normative comparisons reports that have been implemented and what have been applied from these comparisons                                                                                    |                    |                                                |       |
| Department's strategic deployment plan and a list of means of publication used                                                                                                                |                    |                                                |       |
| Evidences of implementing a plan inside and outside the department                                                                                                                            |                    |                                                |       |

### 3. Human Resources

#### 1/3 Support human resource plans for the strategy of the department/ region and authority

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                               | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences of applying human resource planning procedures, and procedures of description, classification of jobs, career paths and the devolution of powers, the procedures of dealing with suggestions and observations, motivate and honor system performance, training and development methodology, job performance management methodology, institutional communication procedures |                    |                                                |       |
| Document outlining laws and regulations of human resources                                                                                                                                                                                                                                                                                                                           |                    |                                                |       |
| A copy of the internal / external advertisement for available jobs in department in the newspaper/ website/ participating in career fairs/ the use of recruitment firms                                                                                                                                                                                                              |                    |                                                |       |
| Image about the testing models that the candidate provide before getting the job                                                                                                                                                                                                                                                                                                     |                    |                                                |       |
| Administrative decision about participating in interviews committee                                                                                                                                                                                                                                                                                                                  |                    |                                                |       |
| Document outlining the department analyzing existing work and comparing its number of projects and work to the number of staff they have and calculating the number of staff required to be appointed                                                                                                                                                                                |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                               | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Document describes the preparation and classification of employees of the department in terms of different nationalities and experiences                                                             |                    |                                                |       |
| Document outlines the department / university involving the employee in the annual assessment process and its approval before submission to the Human Resources Department                           |                    |                                                |       |
| Document outlines informing new staff about the applicable rules, regulations laws at the university / department                                                                                    |                    |                                                |       |
| Document describes entering staff's suggestions and observations and questionnaires analysis results within action plans for implementing and developing procedures and practices of human resources |                    |                                                |       |
| Document describes how the department applied procedures of description, jobs classification and career paths                                                                                        |                    |                                                |       |
| Job Description cards for all Job Titles in department                                                                                                                                               |                    |                                                |       |
| Document shows how the Strategic Plan contains objectives and initiatives concerned about human resources                                                                                            |                    |                                                |       |

## 2/3 Develop the skills and capabilities of human resources

| Required Evidence Name                                                                                                                                                           | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Document outlining the results of an employee performance evaluation and comparison of the skills and capabilities of the staff with those required in the job description cards |                    |                                                |       |
| Report about the gap between the required and current skills and capacity                                                                                                        |                    |                                                |       |
| Decisions that have been taken to fill the gap through moving, rotation and recruitment of appropriate employees                                                                 |                    |                                                |       |
| Department's training plan                                                                                                                                                       |                    |                                                |       |
| Document shows request sent by one of the employees to attend a training course related to his work and management's approval for it                                             |                    |                                                |       |
| Document shows how the human resources department follows-up training processes during and after training session                                                                |                    |                                                |       |
| Document shows the human resources department has measured and evaluated the results and impact of training                                                                      |                    |                                                |       |
| Administrative decision that allows employees to apply for completing their studies after completing specified number of years working in the department                         |                    |                                                |       |
| Administrative decision granting financial facilities and flexible working hours for                                                                                             |                    |                                                |       |

| Required Evidence Name                                                                                                                                                   | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| employees who are completing their studies                                                                                                                               |                    |                                                |       |
| Document outlining that the department has put financial rewards as a result of the distinguished employee annual assessment                                             |                    |                                                |       |
| Administrative decision that gives each department a specific budget to reward and motivate their employees                                                              |                    |                                                |       |
| document shows that the employees are informed about their performance annual assessment before the adoption is final                                                    |                    |                                                |       |
| document outlining the agreement between the employee and his manager about the employee's annual evaluation results                                                     |                    |                                                |       |
| Document shows identifying training needs of department's employees based on the performance evaluation results                                                          |                    |                                                |       |
| Document shows that promoting employees is based on the performance evaluation results                                                                                   |                    |                                                |       |
| Documents showing how to identify specific objectives for teams and individuals from the university/department's objectives (balanced performance cards for individuals) |                    |                                                |       |

### 3/3 Empowerment and participation of human resources

| Required Evidence Name                                                                                                              | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| List of participations in both formal and informal events for department's employees                                                |                    |                                                |       |
| An administrative resolution authorizing one of the employees to act as and do their manager's tasks                                |                    |                                                |       |
| Administrative decision to form a special suggestions system that allows all department's employees to provide suggestions          |                    |                                                |       |
| Document shows one of the suggestions made by one of the employees and the action plan that has been put in place to achieve it     |                    |                                                |       |
| Administrative decision that grant a financial/moral reward for one of the employees as a result of a distinct proposal             |                    |                                                |       |
| Document shows the existence of a special standard for initiatives and suggestions within the employee performance appraisal system |                    |                                                |       |
| Decision to form joint teams between the department and the university's departments to achieve and implement specific projects     |                    |                                                |       |
| Administrative decision to grant higher authority for an employee as a result of their outstanding performance in the department    |                    |                                                |       |
| Document shows the identification of training needs for employees candidates for leadership positions                               |                    |                                                |       |

| Required Evidence Name                                                                                                         | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Document shows the candidates employees for leadership / supervisory positions at the university / department                  |                    |                                                |       |
| Document shows the department's employees authorities                                                                          |                    |                                                |       |
| Document shows reviewing and amending the authorities table for department's employees                                         |                    |                                                |       |
| Document outlining the incentives and rewards for participating in teams and committees                                        |                    |                                                |       |
| Document outlining a mechanism of decision-making related to human resources and evidences of applying transparency through it |                    |                                                |       |
| Document shows the application of human resource systems transparently at the department                                       |                    |                                                |       |

#### 4/3 Communicate effectively to human resources at the department/region level

| Required Evidence Name                                                                                                            | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Minutes of the regular meetings between the department's director and sections                                                    |                    |                                                |       |
| Existence of specific criteria in employee satisfaction questionnaire about communication channels in department                  |                    |                                                |       |
| Document shows development of communication system between employees from the manual to electronic way                            |                    |                                                |       |
| Evidences of applying Enjaz system in following-up the Strategic Plan                                                             |                    |                                                |       |
| Document shows the department's database work and setting authorities for employees to enter the system each according to his job |                    |                                                |       |
| Document shows publication of new employees' photographs in the department and their job titles                                   |                    |                                                |       |
| Administrative decision to provide specialized scientific library                                                                 |                    |                                                |       |
| Document shows periodic meetings and visits between leaders and their employees                                                   |                    |                                                |       |
| Document outlining the channels and means of communication between leaders and employees and between the department and customers |                    |                                                |       |
| Minutes of the regular meetings between leaders and staff to discuss work progress                                                |                    |                                                |       |
| Document shows that e-mail was used in                                                                                            |                    |                                                |       |

| Required Evidence Name                       | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------|--------------------|------------------------------------------------|-------|
| communication between employees              |                    |                                                |       |
| Evidence about solving employee's grievances |                    |                                                |       |

**5/3 Pay attention, reward and appreciate the efforts and achievements of the human resources**

| Required Evidence Name                                                                                                                                                | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Document outlining the administration's suggestion to amend wages and bonuses in the university's system                                                              |                    |                                                |       |
| Document shows department's employees involvement in health insurance                                                                                                 |                    |                                                |       |
| Document shows that the department provides a safe environment for its employees (fire delusional evictions, get ISO18001 certification)                              |                    |                                                |       |
| Document shows that the department holds workshops on safety, professional health and community issues                                                                |                    |                                                |       |
| Document outlining the community initiatives procedures that the department use to regulate social, cultural, humanitarian and sports activities and examples on that |                    |                                                |       |
| Document outlining that the university/department amended the labor system based on employees suggestions/ satisfaction questionnaires results                        |                    |                                                |       |
| Document shows that the department obtained special discounts to their employees                                                                                      |                    |                                                |       |

| Required Evidence Name                                                                                      | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| in some places, such as hotels / tours                                                                      |                    |                                                |       |
| Document shows the formation of a team for the team university/department and participation in local events |                    |                                                |       |
| Internal award standards and linking them to the Strategic Plan                                             |                    |                                                |       |
| List of employees and teams who have been honored or motivated                                              |                    |                                                |       |
| List of employees who have been promoted based on the annual performance evaluation                         |                    |                                                |       |
|                                                                                                             |                    |                                                |       |

#### 4. Partnership and Resources

##### 1/4 Managing partners and suppliers to achieve sustainable benefits

| Required Evidence Name                                                                                                                                                                                                         | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences of applying institutional communication procedures, dealing with suggestions and observations procedures, managing relationship with partners procedures                                                             |                    |                                                |       |
| Document outlining that the department determined the needs of its partners                                                                                                                                                    |                    |                                                |       |
| List of department's partners (local, regional, international) public and private sector                                                                                                                                       |                    |                                                |       |
| Agreements between the department and its main partners that shows the limits and partnerships between them                                                                                                                    |                    |                                                |       |
| Document shows the department's visit to some of the partners to identify the best practices they have in place to gain experience from them and vice versa                                                                    |                    |                                                |       |
| Document shows exchange of knowledge channels between the department and its partners, such as the presence of coordinators of partners in department, mutual periodic visits, questionnaires measuring partners' satisfaction |                    |                                                |       |
| Document shows that the department evaluated the suppliers and partners                                                                                                                                                        |                    |                                                |       |
| Document shows a mechanism for reviewing,                                                                                                                                                                                      |                    |                                                |       |

| Required Evidence Name                                                                          | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| publication and procedures distribution / dealing methods/contracts with suppliers and partners |                    |                                                |       |

## 2/4 Management of financial resources to achieve sustainable success

| Required Evidence Name                                                                                                                                                                                | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences of applying financial resources department's procedures of preparing the budget mechanism and its relation to the university's strategy and mechanism to identify financial resources needs |                    |                                                |       |
| Document that shows the programs carried out by the department for revenues development and expenditures rationalization                                                                              |                    |                                                |       |
| Document shows that the department studied the financial implications of their own projects                                                                                                           |                    |                                                |       |
| Document shows that the department analyzed the alternatives available in the projects and chose the appropriate one                                                                                  |                    |                                                |       |
| Document show that the department analyzed the results and achievements for their projects and compared them with approved financial resources                                                        |                    |                                                |       |
| Evidences of applying procedures of institutional governance                                                                                                                                          |                    |                                                |       |
| Evidences of applying mechanism to study the financial implications for all the department's projects                                                                                                 |                    |                                                |       |

| Required Evidence Name                                                            | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Identifying the financial needs models                                            |                    |                                                |       |
| Periodic financial reports and its analysis' results and corrective actions taken |                    |                                                |       |

### 3/4 Property management (buildings, equipment, resources) in a sustainable manner

| Required Evidence Name                                                                                                                                             | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences of apply strategy and plans for Property Management                                                                                                      |                    |                                                |       |
| Examples of property management security (maintaining the buildings, risk and fire prevention)                                                                     |                    |                                                |       |
| Document shows the existence of clear procedures for inventory management                                                                                          |                    |                                                |       |
| Document shows periodic preventive maintenance schedule                                                                                                            |                    |                                                |       |
| Document shows that the department issued circulars on the optimal use and storage of property and resources, such as technical resources, security men procedures |                    |                                                |       |
| Document outlining the need to compel the department of having periodic maintenance contracts of the devices and projects after completion                         |                    |                                                |       |
| Document shows the existence of periodic maintenance contracts and preventive buildings (offices) for department                                                   |                    |                                                |       |

| Required Evidence Name                                                                                                 | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Administrative decision to install an electronic system against fire at the university/ department                     |                    |                                                |       |
| Administrative decision to recycle damaged papers in department                                                        |                    |                                                |       |
| Examples that the department reduced consumer and wastage of materials and the preservation of non-renewable resources |                    |                                                |       |
| Examples that the department reduced negative impacts of products and materials and their uses                         |                    |                                                |       |

#### 4/4 Managing the technical resources to support the implementation of the strategy

| Required Evidence Name                                                                                                                         | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences on applying technical resources management procedures                                                                                |                    |                                                |       |
| List of technical needs                                                                                                                        |                    |                                                |       |
| Administrative decision shows that the department identified the technical resources used at the university                                    |                    |                                                |       |
| Evidences of applying the initiatives included in the technical strategy adopted                                                               |                    |                                                |       |
| Administrative decision by the department to replace some of the old technical materials with modern ones                                      |                    |                                                |       |
| Periodic preventive maintenance plan for technical resources                                                                                   |                    |                                                |       |
| Administrative decision to apply operations management system (Automation)                                                                     |                    |                                                |       |
| Plan for transferring department's services to the website which can be used without coming to the university                                  |                    |                                                |       |
| Examples of how to take advantage of technical resources in the development and continuous improvement of operations and management strategies |                    |                                                |       |

#### 5/4 Managing the information and knowledge to support effective decision-making and capacity-building of the authority

| Required Evidence Name                                                                                                                                                                                                                                                                          | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Decision/ document about limiting and documenting all sources of knowledge management processes (instructions, rules, references and functional competencies                                                                                                                                    |                    |                                                |       |
| Administrative decision at the department level about identifying a person responsible for the process of modernization and development of information concerning the work of the department on a Shared folder/website to ensure its novelty and accuracy, integration and security management |                    |                                                |       |
| Administrative decision about existence of special system to store and archive at the university of cognitive information / management and accessible from all concerned                                                                                                                        |                    |                                                |       |
| Copy of an E-link on Internal electronic network at the university/department which contains detailed information on the department's business (latest news and developments and can be acquainted by all employees                                                                             |                    |                                                |       |
| Decision to provide sophisticated electronic systems                                                                                                                                                                                                                                            |                    |                                                |       |

## 5. Processes and Services

### 1/5 Design and manage processes to achieve optimal value to stakeholders

| Required Evidence Name                                                                                                                             | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Evidences of applying operations management procedures                                                                                             |                    |                                                |       |
| List shows all the processes that take place within the department                                                                                 |                    |                                                |       |
| List shows that the department classified all of its operations to major and supporting operations                                                 |                    |                                                |       |
| Operations' updating and classification manual                                                                                                     |                    |                                                |       |
| List of performance indicators for department's operations                                                                                         |                    |                                                |       |
| Document shows that the department did questionnaires to see observations and suggestions of the concerned groups about new and revised operations |                    |                                                |       |
| Document shows that the department documented all its operations                                                                                   |                    |                                                |       |
| The decision of forming a team in charge of operations for the identification and classification processes and documenting department's processes  |                    |                                                |       |
| Document shows the involvement of department's employees in one of the university's operations in the reviewing, updating and documenting process  |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                                   | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Document describes how to document the processes in department                                                                                                                                           |                    |                                                |       |
| Document shows that the university trained employees on new and modified processes before the adoption of the final application                                                                          |                    |                                                |       |
| Document shows that the department used best international practices in documenting process such as ISO standards and quality, environment, health and safety and the use of advanced technology systems |                    |                                                |       |
| Document shows that the department measured the operations performance on a regular basis through the reporting on the achievement and performance indicators operational level                          |                    |                                                |       |
| Document / minutes of meetings shows that the department had meetings to resolve issues related to duplicative in the operations performance when reviewing and updating their own operations            |                    |                                                |       |
| Document outlining that the department linked its operations' performance indicators with operational and executive plans' performance indicators                                                        |                    |                                                |       |

## 2/5 Design and develop services based on customer needs and expectations

| Required Evidence Name                                                                                                                                                                                                                                             | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Document shows that the department classified its customers to internal and external customers and identified all of them                                                                                                                                          |                    |                                                |       |
| Document shows that the department made a questionnaire for its customers to clarify their current and future needs and requirements and measuring their opinion the current services                                                                              |                    |                                                |       |
| Document shows that the department took the results of the satisfactory questionnaire in consideration, and the procedure change which made based on those results, such as the introduction of new services and the improvement on the current services provided. |                    |                                                |       |
| Document shows that the department announced new and improved services for all customers.                                                                                                                                                                          |                    |                                                |       |

### 3/5 Marketing Services effectively

| Required Evidence Name                                                                                                                                                                     | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| List of department's customers that includes services provided for the department by them                                                                                                  |                    |                                                |       |
| Customers' definition plans to explain to them all the department's services, techniques and cyclic definition                                                                             |                    |                                                |       |
| Document clarifies the processes design and procedures specific to each service in the department                                                                                          |                    |                                                |       |
| List of available possibilities for each service, the partners associated with this service, and the value provided by it                                                                  |                    |                                                |       |
| Services cards that show the value provided, categories of beneficiaries and whom affected by each service, and service delivery channels                                                  |                    |                                                |       |
| Department's services marketing plan                                                                                                                                                       |                    |                                                |       |
| List of department's capabilities, resources, method of services' delivery, the necessary resources to provide the services and its providing plan, and the potential risk management plan |                    |                                                |       |
| Report for studying for the requirements, needs of customers and their expectations                                                                                                        |                    |                                                |       |
| Statistical report studies on the demand size for service delivery channels and study the absorptive capacity required for these channels.                                                 |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                                                                                                                                       | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| List of skills, capabilities, tools, information and authorities' necessary to provide service from employees                                                                                                                                                                                                |                    |                                                |       |
| Report studies providing services' processes within the various stages and channels                                                                                                                                                                                                                          |                    |                                                |       |
| Lists all documented services and their method of delivery that includes starting and finishing points, determines the responsibilities and the time required for the implementation of the effects of each stage (public health and safety and the environment) and its management plans through all stages |                    |                                                |       |
| Evidences of applying a stimulation system for internal and external customers to provide their thoughts and experiences regarding the development of services.<br>And the application of their suggestions and observations                                                                                 |                    |                                                |       |
| Report to measure the services performance which includes the following: Services Indicators, results of measuring customer and employees' satisfaction, results of secret shopper studies, suggestions and observations by customers and employees related                                                  |                    |                                                |       |
| Normative comparisons report with distinct entities to improve performance and providing service's management                                                                                                                                                                                                |                    |                                                |       |
| Improving, developing and following-up implementation of services' plans                                                                                                                                                                                                                                     |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                                                                                                                        | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Document shows that the department determines channels of communication with its customers (field visits, meetings, phone calls, e-mail)                                                                                                                                                      |                    |                                                |       |
| Document outlining that the department prepared customer satisfaction questionnaires periodically and analyzed the results and took the final results and made the necessary procedures, which included the level of provided service's satisfaction and method and place of providing it     |                    |                                                |       |
| Evidences on applying procedures of dealing with suggestions and observations                                                                                                                                                                                                                 |                    |                                                |       |
| Document shows that department/ university opened new customer service centers to achieve satisfaction and make things easier for customers                                                                                                                                                   |                    |                                                |       |
| Document shows that the department follow-up on the provided service to customers (such as counting the necessary service time provided, field visits by the Director of the department to customer service centers, follow-up on the performance indicators for the operations and services) |                    |                                                |       |
| Document shows that the department analyzed the secret shopper results and studied its causes and solutions                                                                                                                                                                                   |                    |                                                |       |
| Document outlining that the department devised new programs to improve customer satisfaction, such as e-transformation in the                                                                                                                                                                 |                    |                                                |       |

| Required Evidence Name                                                                                                                              | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| university / department services, the involvement of customers in the testing operation phases of new and revised operations to express their views |                    |                                                |       |
| Document outlining that the department held workshops for its customers on how to use their new operations                                          |                    |                                                |       |
| Examples shows that the department took the cultural and social diversity of customers into account when providing their services                   |                    |                                                |       |

#### 4/5 Service delivery and management

| Required Evidence Name                                                                                                                                   | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| List of services provided to customers                                                                                                                   |                    |                                                |       |
| List of services that have been developed to meet customers' needs                                                                                       |                    |                                                |       |
| List of various provided services' channels and its capacity extent                                                                                      |                    |                                                |       |
| Document outlining services' management through all phases of submission                                                                                 |                    |                                                |       |
| Document shows that human resources have skills, capabilities, tools, information and authority that will enable them to improve the customer experience |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                                                                                                 | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Examples of taking into account any effects on safety, public health and the environment while providing services                                                                                                                                                      |                    |                                                |       |
| Report shows that the department monitored the performance of services through quantitative and qualitative measurements and compared the results with stakeholders to identify opportunities for improvement and strengths to enhance the value provided to customers |                    |                                                |       |
| Examples of taking advantage of the creativity of human resources, clients, partners and stakeholders in the development of services and simplifying procedures and increasing the efficiency and effectiveness of operations                                          |                    |                                                |       |
| Document shows the questionnaires made by the department to measure the level of customer satisfaction of the provided services.                                                                                                                                       |                    |                                                |       |
| Examples of workshops for employees and customers to introduce the improved services.                                                                                                                                                                                  |                    |                                                |       |
| Evidences on applying the institution's methodology that is related to the suggestion and observation, and identify customers' needs and manage their satisfaction.                                                                                                    |                    |                                                |       |

## 5/5 Manage and strengthen customer relations

| Required Evidence Name                                                                                                                                                                                                                                            | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Documents outlines that the department identified and classified the categories of customers                                                                                                                                                                      |                    |                                                |       |
| Documents outlines that the department prepared and implemented a plan to contact and communicate with customers                                                                                                                                                  |                    |                                                |       |
| A document shows that the department determined the mechanisms and regular channels to contact with customers and active it , such as: (providing phone service to engage with customers, providing chat and responding to inquiries service through the website) |                    |                                                |       |
| A document shows the continuous monitoring of service delivery processes, customer experiences and impressions and review them to identify the level of satisfaction with the service provided and the manner and place of delivery                               |                    |                                                |       |
| Report shows a rapid response to the requirements of customers                                                                                                                                                                                                    |                    |                                                |       |
| Examples of taking into account the cultural and social diversity of customers while providing the services                                                                                                                                                       |                    |                                                |       |

## 6. Customers and Services Results

### 1/6 Customers opinion criteria (impressions)

| Required Evidence Name                                                                                                                                                                   | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Reports of department's customer satisfaction results for the years 2011-2013 - divided on previous axes and classified according to the services provided and at the departments' level |                    |                                                |       |
| List of agencies that have been targeted in the questionnaire                                                                                                                            |                    |                                                |       |
| Reports of comparing department's customer satisfaction results with its own targets and with other similar entities and with the rest of university's departments                       |                    |                                                |       |
| Reports of reasons for achieving/not-achieving targets as a result of customer satisfaction, and reports showing the reasons for stereotyped positive/ negative/ fixed results           |                    |                                                |       |
| Evidences showing the recommendations that have been working on to improve the level of customer satisfaction (government agencies, service providers, suppliers and service recipients) |                    |                                                |       |
| Reports for the responding percentages to the customers questionnaires                                                                                                                   |                    |                                                |       |
| Link questionnaires' results with the strategic plan                                                                                                                                     |                    |                                                |       |
| Evidences on providing the results in the right                                                                                                                                          |                    |                                                |       |

| Required Evidence Name             | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------|--------------------|------------------------------------------------|-------|
| time and to confirm these results. |                    |                                                |       |

## 2/6 Performance indicators for customers

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| <p>Reports showing results, targets, benchmarking, and causality analysis for years 2011-2013 for the following items:</p> <ul style="list-style-type: none"> <li>Errors' percentage made with customers, the proportion of complaints that have been solved within the specified time, the proportion of complaints received to the number of transactions received from customers.</li> <li>Time needed to solve complaints, time required to provide the services (Please indicate the services provided and the specified time for all of them), the time required to develop new services, the reduction percentage in the time of providing services (Please indicate the services provided for each of them and the time before and after).</li> <li>Applied suggestions percentage to the applicable suggestions, the estimated time obligation it takes to complete the transaction.</li> </ul> |                    |                                                |       |

## 7. HR Results

### 1/7 Measures of human resources opinion

| Required Evidence Name                                                                                                                                                          | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Employee satisfaction results report for the years 2011-2013 and the response rate divided by the previous axes                                                                 |                    |                                                |       |
| Reports of comparing department's employee satisfaction results with its targets and with other similar agencies and other departments                                          |                    |                                                |       |
| Reports of reasons for achieving/not-achieving targets as a result of employees satisfaction, and reports showing the reasons for stereotyped positive/ negative/ fixed results |                    |                                                |       |
| Evidences showing the recommendations that have been working on to improve the level of employee satisfaction                                                                   |                    |                                                |       |
| Link the results with the strategic plan indicators                                                                                                                             |                    |                                                |       |
| Evidences show confirming results accuracy and availability at the suitable time                                                                                                |                    |                                                |       |

## 2/7 The performance indicators of human resources

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Reports showing the results, targets, benchmarking and causality analysis for years 2011-2013 for department's employees satisfaction levels: (absenteeism levels, sick leave levels, work-related accidents percentage to the number of employees, the number of complaints that have been received to the number of employees, labor turnover rate (citizens and expatriates), the proportion of complaints that have been processed within the time specified)                                                                                                                                                                                                                                                                                  |                    |                                                |       |
| Reports showing results, targets, benchmarking and causality analysis for years 2011-2013 to stimulate the participation of department's employees: (ratio of employees participants in the improvement teams, proportion of employees involved in the suggestions systems, ratio of employees participants in the training and development programs, the proportion of participants in the working groups of employees by functional levels, the proportion of employees that their efforts have been appreciated (e.g. promotion), and the percentage of responding to questionnaires by functional levels, percentage of suggestions applicable to suggestions applicable, the rate of suggestions applicable for each 100 employees, number of |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| participants in conferences and local and international seminars employees, rate of training hours per employee for various levels functional (leadership, executive, supervisory and specialized)                                                                                                                                                                                                                                                                                                                                  |                    |                                                |       |
| Reports showing results, targets, benchmarking and causality analysis for the years 2011-2013 for Achievements: (required competencies compared to competencies available, such as the available talent that match the competencies required, productivity, such as employees productivity ratio, success levels of training and development programs to achieve the desired goals, such as the proportion of training programs that have achieved targets, the proportion of jobs that have been set up her job description cards) |                    |                                                |       |
| Reports showing results, targets, benchmarking and causality analysis for years 2011-2013 for Emiratisation (Emiratisation ratios in various functional levels, increase rates in the number of citizens)                                                                                                                                                                                                                                                                                                                           |                    |                                                |       |
| Reports showing results, targets, benchmarking and causality analysis for years 2011-2013 for the services provided to human resources: the time required for the provision of services (the time required for completing the transaction), the efficiency of service delivery (reduction percentage in the cost of                                                                                                                                                                                                                 |                    |                                                |       |

| Required Evidence Name                                                                                                                                             | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| service, increase rate in output while maintaining the same input), the proportion of errors, effective communication, speed of response to inquiries and requests |                    |                                                |       |

## 8. Partners, Society and Environment Results

### 1/8 Performance indicators related partners, the environment and society

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                                              | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Analytical reports showing results, targets, benchmarking and causality analysis for years 2011-2013 for the environmental aspect (reduction percentage in electricity and water consumption, the volume of material that has been recycled, reduction percentage in the consumption of materials, reduction percentage in greenhouse gases and environmental pollutant emissions)                  |                    |                                                |       |
| Results reports «number / proportion participating employees in community initiatives » for the previous three years from different functional categories in management and compare it with targets and analyze the reasons                                                                                                                                                                         |                    |                                                |       |
| Evidences or internal reports showing the department's participation number in the community activities: (number of participating in providing training and education, number of participations to support charitable projects, number of participations to support sports and cultural activities, number of participations to support the efforts and initiatives of voluntary and humanitarian). |                    |                                                |       |
| Results reports / effects of community-based                                                                                                                                                                                                                                                                                                                                                        |                    |                                                |       |

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                          | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| initiatives (such as the volume of financial donations, donations in blood ....).                                                                                                                                                                                                                                                                               |                    |                                                |       |
| Analytical reports to show the results, targets, benchmarking and causality analysis for years 2011-2013 related to the field of partnership (results of performance evaluation of partners, results of the performance evaluation of suppliers, added value of partnerships, number of executed improvement initiatives with partners and the benefits of it). |                    |                                                |       |

## 9. Key Performance Results

### 1/9 Strategic Output Performance

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Analytical reports showing the results, targets, benchmarking and causality analysis for years 2011-2013 for financial results include: (percentage of revenue according to the approved budget, percentage of revenue development plan completion, reduction percentage in expenses of the scheme, commitment to disbursement ratio according to items and groups, proportion of rationalization of expenditures completion plan, proportion of committing to university's allocated budget for each objective, size proportion of transfers to total approved budget to measure the efficiency of financial planning) |                    |                                                |       |
| Analytical reports showing results, targets, benchmarking and causality analysis for years 2011-2013 for non-financial results include: (a commitment to performance ratio of the Strategic Plan indicators, commitment to the common plan strategy performance indicators ratio).                                                                                                                                                                                                                                                                                                                                      |                    |                                                |       |
| Convention of Ministers reports for the department's performance level for years 2011-2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                    |                                                |       |
| Internal and external secret shopper reports                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                    |                                                |       |

| Required Evidence Name                                                                                                 | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Report to explain the percentage of completion in the implementation of corrective actions to the secret shopper notes |                    |                                                |       |
| Reports for strategic objectives standards results of the strategic plan                                               |                    |                                                |       |

## 2/9 Key Performance Indicators

| Required Evidence Name                                                                                                                                                                                                                                                                                                                                                          | Available (Yes/No) | Number and name of evidence available (if yes) | Notes |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------|-------|
| Analytical reports showing results, targets, benchmarking and causality analysis for years 2011-2013 for the results show the performance evaluation processes: (time required for completion, proportion of errors, productivity, creativity and Improvement).                                                                                                                 |                    |                                                |       |
| Analytical reports showing results, targets, benchmarking and causality analysis for years 2011-2013 for the results related to the information and knowledge of performance measures (accessibility, accuracy, suitability, provided at the suitable time, participation and knowledge sharing)                                                                                |                    |                                                |       |
| Analytical reports showing results, targets, benchmarking and causality analysis for years 2011-2013 for the results related to the performance standards of governance and transparency: (percentage of department/region commitment to rules and regulations and the application of the observations contained in the internal or external audit reports (The Audit Bureau)). |                    |                                                |       |

## E. Appendices