



CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE

United Arab Emirates University

Award Guide

Distinguished Department Category

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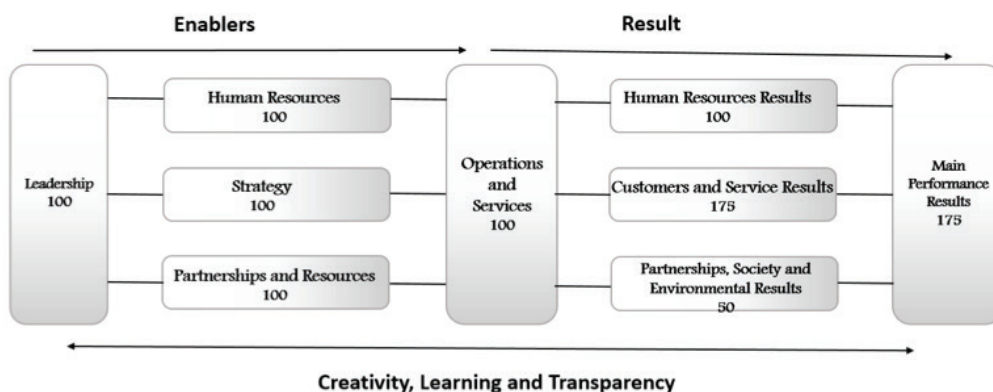


General Conditions

1. Every college, department, office and center (organizational units) that has been established/founded for two years or more may participate in the Distinguished Department Award.
2. The university reserves the right to publish contents of the winning files in order to publish success stories after the announcement of the results.
3. When drafting the file the standards mentioned in Chapter 3 of this guide must be taken into account. These should be referenced as appendices or as supporting evidence when cited in the text.
4. All files submitted for the award are treated with strict confidentiality and they will not be disclosed either before or during the evaluation phase.
5. Data should be compiled in order to help the reader to understand the nature of the application and the benefits derived from it.
6. For participation in the Sheikh Khalifa Excellence Award candidates will be selected from the winners of the Awards.
7. Interviews will be carried out after submission of the files. The applicant (the employee/ team/ organizational unit) must prepare the application, laptop and a copy of the documents by giving fully detailed information.
8. Any employee who wins in one cycle cannot be nominated for the next one.



Distinguished Department Criteria



The nine criteria for the distinguished department award are divided into 5 enablers set out in the table below (leadership, strategy, human resources, partnership and resources, operations and services) and four results (customers and services, human resources, partnerships, society and environment and main performance results), the assessment process for these criteria will be according to **the RADAR approach**: **all these criteria are included in the document «Criteria for Distinguished Department/ Federal District Category» as approved by the Cabinet of Ministers.**

Criterion	Points
(1) Leadership	100
(2) Strategy	100
(3) Human Resources	100
(4) Partnerships and Resources	100
(5) Operations and Services	100
(6) Customers and Service Results	175
(7) Human Resources Results	100
(8) Partnerships, Society and Environmental Results	50
(9) Main Performance Results	175
Final total	1000



Distinguished Departments have leaders who shape the future and make it happen, acting as role models for the department's values and ethics and inspiring trust at all times. They are flexible, enabling the organization to anticipate and react in a timely manner to ensure the ongoing success of the organization.

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

On a practical level, the leaders of such distinguished authorities do the following:

- ❑ Contribute to the preparation and drafting of the university vision and mission and set clear values and goals that they deliver to employees, unifying and mobilizing efforts to achieve this vision.
- ❑ Translating the vision and mission of the university into clear objectives for the department.
- ❑ Contribute to defining the vision and mission of the university and disseminate the principles required for the implementation of quality and excellence in the public sector.
- ❑ Contribute to the creation of a corporate culture that ensures the accomplishment of objectives through providing role models in terms of social responsibility, integrity and behavior both within and outside of the organization.
- ❑ Ensure staff compliance with corporate values and ethics whilst adopting the highest standards of professional conduct.
- ❑ Contribute to the development of a unified leadership culture and review the level of performance and leadership skills at department level.
- ❑ Participate in group work and attend conferences and seminars related to quality and excellence.
- ❑ Active personal involvement in the development and promotion of continuous learning.

1/2 Participation of leaders in identifying, monitoring and reviewing the department's performance and developing and implementing working systems

On a practical level, the leaders of distinguished authorities do the following:

- ❑ Ensure the development of an effective system for measuring, reviewing and developing key performance indicators by utilizing a balanced set of indicators and identifying the short and long term priorities of key stakeholders, as well as determining the cause and effect relationship.
- ❑ Ensure the development and implementation of effective systems to manage the department and improve performance.
- ❑ Make decisions based on facts and reliable information and use information and knowledge derived from the analysis of results to assess the current and expected future performance of the operations.
- ❑ Contribute to an effective and comprehensive framework of governance in different areas such as: (institutional management, human resource management, financial management, information management).
- ❑ Gain the confidence of stakeholders by ensuring the identification and risk management of operations.
- ❑ Know and understand the department's capabilities and develop them.

1/3 Leaders interact with relevant groups (customers, partners, suppliers, community, etc.)

On a practical level, the leaders of distinguished authorities do the following:

- ☐ Identify internal and external stakeholders and prepare the necessary systems to determine their needs and expectations and anticipate and respond to them.
- ☐ Find ways to involve both internal and external customers, partners, suppliers and the community in joint projects, develop initiatives and support innovation.
- ☐ Assess third party opinions, levels of satisfaction, grievances and suggestions and review these to identify how to improve results.
- ☐ Pursue the principle of accountability to stakeholders and transparency towards all those concerned with governance with regard to performance and compliance with legislation. To ensure effective implementation of evaluations and audits from these authorities (such as: the State Audit Institution).
- ☐ Identify strategic and operational partnerships in light of the institution's strategic needs and integrate these capabilities to enhance efficiency.
- ☐ Participate in community service initiatives.

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

On a practical level, the leaders of distinguished authorities do the following:

- ☐ Contribute to the dissemination and promotion of a culture of participation, initiative, empowerment and accountability at all levels, and encourage human resources personnel to participate in continuous development and improvement.
- ☐ Contribute to a culture that supports the generation and development of new ideas and ways of thinking that encourages innovation and institutional development.
- ☐ Ensure the participation of human resources personnel in achieving continued success at an individual level and through an understanding of their capabilities.
- ☐ Support individuals in achieving their plans and goals.
- ☐ Ensure a periodic, fair and accurate evaluation of performance.
- ☐ Strengthen and promote the principle of equal opportunities and diversity.
- ☐ Contribute personally to the leadership of development activities, including the participation of leaders as instructors and lecturers or sponsored in-house training programs, specialized conferences and seminars.
- ☐ Prepare a new generation of leaders who are able to bear responsibility by careful selection of those leaders for development and training.



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

On a practical level, the leaders of distinguished authorities do the following:

- ☐ Understand the factors driving the process of change at the level of the federal entity and identify changes to be made at department level according to the priorities of the entity.
- ☐ Show the ability to make good decisions at the right time based on the information available plus experience and take into account the implications of these decisions.
- ☐ Be flexible and reposition the department if necessary.
- ☐ Pursue the commitment and participation of all concerned to ensure the continued success of the authority and make changes to ensure that success.
- ☐ Demonstrate the ability to achieve continuity through rapid responses and by using new ways of working.
- ☐ Allocate resources to achieve long-term success and not just short-term gains.
- ☐ Effective management of the process of change while encouraging the exchange of constructive views and discussions regarding the effects of change on all concerned.
- ☐ Explain and justify the processes of change.
- ☐ Support and enable the effective management of change.
- ☐ Measure and review the effectiveness of change and ensure the participation of all concerned.



Criterion 2 – Strategy

Distinguished departments work on the implementation of the vision and mission of the entity, where the development of policies, plans, objectives, operations and their implementation at department level takes place.

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

On a practical level, the leaders of distinguished authorities do the following:

- ❑ Learn, observe and respond to the needs and expectations of all concerned and use this as input for the development of strategies and support policies. Follow up on any changes that may occur.
- ❑ Analyze and utilize the results of operational and strategic performance indicators and understand the competencies and potential capabilities of the authority.
- ❑ Learn about best practices and ensure their use in comparison with the performance of other distinguished authorities to identify strengths and opportunities for improvement.
- ❑ Take advantage of the information and suggestions provided by human resources personnel.
- ❑ Benefit from the results of the institutional self-evaluation process.
- ❑ Contribute to the preparation and development of strategies and policies in support of the vision and mission of the university.
- ❑ Prepare and develop a strategy for the department compatible with the strategy of the authority.
- ❑ The strategy includes alternatives scenarios and plans to cope with change and developments that could impede the achievement of the objectives.
- ❑ Identify risks and potential crises and disasters (including environmental risks) and the effects that may occur. Prepare a risk management plan that includes implementation responsibilities, timeframes and resources.
- ❑ Balance between the needs of the department and requirements and expectations of stakeholders.
- ❑ Embody the concepts of excellence and best practice, including the principles of a 'customer focus' and 'government efficiency'.
- ❑ Regularly review and update the strategy and supporting policies to ensure effectiveness, and identify those responsible for the preparation, revision and update.
- ❑ Be transparent in the preparation, review and update of the strategy and its supporting policies.



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

On a practical level, the leaders of distinguished authorities do the following:

- ❑ Define strategic and operational performance indicators at department level and benchmark numerical targets with best practices and in line with the vision and mission of the university.
- ❑ Work on the implementation of the strategy and its supporting policies in an orderly manner to achieve results, with a balance between short and long term objectives.
- ❑ Align individual and teams goals with the strategic objectives and operational plans of the department and review and develop these goals on a regular basis.
- ❑ Explain the strategy and supporting policies all concerned outside the department and assess their knowledge and understanding.
- ❑ Adopt the strategy as a basis for planning activities and setting goals at all levels in the department.
- ❑ Implement a management system for monitoring, evaluating and reporting progress using the performance management system at the university.



Criterion 3 – Human Resources

Distinguished departments appreciate human resources and work to create a culture that will achieve the goals of both individuals and the department in order to reach objectives. Additionally, these departments work to develop capabilities and to strengthen the spirit of justice and equality by taking care of their personnel by communicating with them, rewarding and appreciating their efforts, in a manner designed to encourage and cultivate a spirit of commitment and enabling them to use their knowledge and skills for the benefit of the department and the university.

3/1 Support human resource plans

On a practical level, distinguished departments do the following:

- ☐ Determine the performance levels of human resource personnel in order to achieve the strategic objectives of the department.
- ☐ Ensure the compatibility and harmonization of human resource plans and requirements for the effective implementation of the department strategy, the organizational structure, modern technology and major operations.
- ☐ Implement labor policies and regulations related to human resources, to ensure justice, equity and transparency.
- ☐ Use employee satisfaction surveys and information (suggestions, complaints, grievances, etc.) in the development of human resources practices and plans.

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

On a practical level, distinguished departments do the following:

- ☐ Identify the skills and abilities necessary to achieve the strategic goals of the department.
- ☐ Identify and classify knowledge, skills and abilities and place them appropriately.
- ☐ Identify training needs.
- ☐ Measure the effectiveness and impact of training on performance and behavior.
- ☐ Evaluate performance in order to ensure the efficiency of the evaluation process and the provision of regular information to improve levels of performance and to link career advancement to evaluation results.
- ☐ Develop opportunities for continuous learning initiatives (formal and informal).



3/3 Empowerment and participation of human resources personnel

On a practical level, distinguished departments do the following:

- ☐ Enable and ensure access to tools, information and the skills necessary to achieve goals.
- ☐ Provide an adequate and appropriate working environment that encourages and appreciates the creative skills, talents and hard work of employees.
- ☐ Encourage and support participation in the continuous improvement of performance and services.
- ☐ Strengthen the culture of initiative to promote innovation.
- ☐ Build a customer-focused culture, supported by the values of service.
- ☐ Involve human resources personnel in review activities and develop efficient and effective operations.
- ☐ Delegate authority effectively.
- ☐ Encourage teamwork and collaborative efforts.

3/4 Communicate effectively at the department level

On a practical level, distinguished departments do the following:

- ☐ Determine the needs and requirements of effective communication between the department and personnel.
- ☐ Disseminate and clarify the strategic direction of the department and personnel to ensure their understanding of the vision, mission, values and goals of the authority.
- ☐ Ensure the personnel understand their role and contribution to the success of the department and the authority.
- ☐ Contribute to the implementation of the strategies and policies to promote the exchange of knowledge, information, learning the best practices; and achieve the principle of dialogue and effective communication within the authority.

3/5 Pay attention, reward and appreciate the efforts and achievements of personnel

On a practical level, distinguished departments do the following:

- ☐ Encourage and reward outstanding achievements at all levels of the department (employees and work teams), and link them with the university to strengthen the participation and empowerment of personnel.
- ☐ Apply methods to ensure a balance between work and personal life.
- ☐ Respect diversity (cultural and social) and differences between people.
- ☐ Provide a healthy and safe work environment and apply international standards in this area (example: application of ISO standard 10881).
- ☐ Encourage personnel to participate in activities that contribute to community service.
- ☐ Organize social, cultural, humanitarian and sports activities.
- ☐ Effectively implement a complaints system



Departments should implement the planning and management of internal and external partners, internal resources and relationships with suppliers in order to support the strategies and policies of the authority and to ensure effective implementation of operations. They thus effectively manage the impact on the environment and community.

4/1 Managing partners and suppliers to achieve sustainable benefits

On a practical level, distinguished departments do the following:

- ☐ Identify and classify partners and major suppliers and distinguish between them to follow sustainable policies and procedures to manage relationships effectively.
- ☐ Set up a framework for the partnership to build sustainable relationships based on trust, openness and mutual respect.
- ☐ Understand partnerships and identify the main objectives in working with partners on a long-term and sustainable basis. Strive to build partnerships that add value to stakeholders and evaluate and measure the impact of partnerships.
- ☐ Work collaboratively to improve performance, simplify procedures and develop customer services to support institutional development that is of mutual benefit to all parties.

4/2 Management of financial resources to achieve sustainable success

On a practical level, distinguished departments do the following:

- ☐ Implement strategies, policies and the financial operations of the university.
- ☐ Contribute to the financial planning process to ensure the optimal use of resources.
- ☐ Study the financial projections for projects and analyze alternatives while noting the long term economic, social and environmental implications.
- ☐ Ensure compatibility and harmonization between the implementation of the long-term strategic objectives and the short-term financial planning courses.
- ☐ Implementation of revenues development and rationalizing expenditures programs.
- ☐ Analysis of the results and achievements against the approved financial resources.
- ☐ Apply the reviews of the relevant authorities of follow-up and financial control (internal audit office, audit state institution, etc.).

4/3 Sustainable property management (buildings, equipment, resources)

On a practical level, distinguished departments do the following:

- ☐ Implement the policy for the management of property, facilities and equipment.
- ☐ Make optimal use of property, facilities and equipment; and manage the life cycle and security of these assets effectively.
- ☐ Implement systems for measuring and managing the impact of operations on health, safety and the environment (such as applying ISO environmental management system 14001) to measure and reduce the negative impact on society and the environment in order to streamline the efficiency of energy and water consumption.



4/4 Manage technical resources to support the implementation of strategies

On a practical level, distinguished departments do the following:

- ❑ Implement the strategy and policies of the authority to manage technical resources in order to support the federal strategy, in line with the electronic federal government initiative.
- ❑ Use modern technology, including automation of operations and services to support and develop effective processes.
- ❑ Optimize the use of technical resources including replacing outdated technology.
- ❑ Contribute to the identification, selection and evaluation of alternative and modern technical resources in light of their impact on the performance of the authority and its environmental impact.
- ❑ Use of modern technology to support creativity and innovation.

4/5 Manage information to support effective decision-making and capacity-building within the authority

On a practical level, distinguished departments do the following:

- ❑ Implement the strategy for information management.
- ❑ Ensure provision of adequate and accurate information to the leadership to support the decision-making process in an effective and timely manner, so that the leadership has the ability to predict performance accurately.
- ❑ Convert data into information which can be generalized and used effectively.
- ❑ Facilitate access to (relevant) information for relevant parties inside or outside the department and implement safety and security measures.
- ❑ Ensure modernity, accuracy, comprehensiveness and integration of information.
- ❑ Ensure the optimal use of information regarding the performance of the department and its potential to identify opportunities and support innovation

Criterion 5 – Operations and Services

Distinguished departments design, manage and develop processes, products and services to provide added value to customers and stakeholders.

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

On a practical level, distinguished departments do the following:

- ❑ Identify and classify operations required for the implementation of the department's and university's strategy in order to achieve its objectives; order operations by priority as part of the administrative system, and use appropriate methods to actively manage and develop those operations beyond the department.
- ❑ Implement quality and operations management systems in line with international standard management processes (for example: implementation of ISO 9001).
- ❑ Identify those responsible for each process and their roles and responsibilities in the development, management and development of key processes.
- ❑ Design performance indicators for processes (strategic and operational) and link them directly with the strategic plan.
- ❑ Address issues of overlap and duplication of functions and service delivery within the department and its partners to ensure effective delivery of operations from start to finish.

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

On a practical level, distinguished departments do the following:

- ☐ Use creativity and initiative to develop and provide value added services to customers.
- ☐ Benefit from studies and surveys of those concerned to determine the needs and expectations of current and future customers and to learn about their opinions of the services provided, and identify areas for improvement.
- ☐ Involve the personnel, clients, partners, suppliers and stakeholders in the design and development of innovative services for new and existing customers.
- ☐ Understand and anticipate the impact of new technology, services and processes.
- ☐ Use creativity to design, develop and deliver new services in response to the needs and expectations of customers and in collaboration with stakeholders.
- ☐ Apply agreements to ensure the scope of service provided to partners/stakeholders from other departments or institutions and government agencies.
- ☐ Apply specific policies based on the comparison of expected costs and benefits for outsourcing or contracting services and operations on behalf of the department.
- ☐ Implement the criteria contained in the UAE program for government services excellence in the design and development of services.

5/3 Marketing services effectively

On a practical level, distinguished departments do the following:

- ☐ Define the services provided and the associated standards for all customers.
- ☐ Identify the business model used for service delivery in terms of operations, potential partners and the value offered.
- ☐ Implement a working model through the definition of services and the value provided, and identify the beneficiaries affected by the services and service delivery channels.
- ☐ Contribute to the implementation of university's mass communication strategy and market these services effectively to customers and end users.
- ☐ Contribute in the awareness, promotion and marketing of services in an effective manner to existing and prospective customers .
- ☐ Make sure that the department has the capability and resources to fulfill their promises in regard to providing services.

5/4 Service delivery and management

On a practical level, distinguished departments do the following:

- ☐ Deliver services to meet customer needs and expectations.
- ☐ Plan the channels for service delivery to ensure the availability of services to manage the demand efficiently and effectively.
- ☐ Ensure that personnel have the skills, capabilities, tools, information and authority that will enable them to improve the customer experience.
- ☐ Ensure consistency of customer experience at different stages and in various delivery channels.
- ☐ Manage services at every stage of delivery, taking into account any effects on safety, public health and the environment.
- ☐ Monitor the performance of services through quantitative and qualitative measurement

and compare the results with stakeholders to identify opportunities for improvement and to highlight strengths that enhance the value provided to customers.

- ☐ Take advantage of the creativity of personnel, clients, partners and stakeholders in the development of services and simplify procedures to increase the efficiency and effectiveness of operations.

5/5 Manage and strengthen customer relations

On a practical level, distinguished departments do the following:

- ☐ Identify and classify categories of customers and respond to their different needs and expectations.
- ☐ Identify requirements for regular contact with customers both short and long term and meet their needs.
- ☐ Find channels to open dialogue with customers based on openness, transparency and confidence in dealing with the department.
- ☐ Continuously monitor service delivery processes, customer experiences and impressions and review these to identify the level of satisfaction with the service and the manner of delivery.
- ☐ Respond rapidly to customer requirements by taking into account the cultural and social diversity of customers.

Criterion 6 – Customers and Services Results

This criterion focuses on the department's relationship with customers and their levels of satisfaction regarding the services provided to both direct and indirect customers.

Definition

Distinguished departments do the following:

- ☐ Identify and design a set of relevant strategic and operational performance indicators for the purpose of evaluating the success of the strategic objectives, policies, processes and activities that support the needs and aspirations of customers.
- ☐ Specify numerical targets in light of the needs and aspirations of customers, and in line with the strategy.
- ☐ Achieve stable results in the area of customer satisfaction and services provided over at least a four year period.
- ☐ Understand the causes and effects behind these results and their impact on other relevant operational and strategic performance indicators.
- ☐ Take advantage of results to predict future performance and results.
- ☐ Compare the level of performance achieved with the results of similar authorities, and use the results of this comparison to determine and review numerical targets.
- ☐ Classify the results to understand the experience, needs and aspirations of each type of customer in a specific and detailed manner.

6/1 Customers opinion criteria (impressions):

These criteria reflect the opinions of customers who benefit from and are affected by the department either directly or indirectly (through questionnaires, discussion groups, complaints, thank you letters, etc.). This depends on the nature of the work and could include the following themes:

Easy access to the service:

- Accessible.
- Multiplicity of channels.
- Fit in during work hours.
- Ease of access to information.
- Transparency.
- The length of time it takes to access to the service.

Speed of service:

- Waiting time.
- Service delivery time.
- Response time.

Easy access to the service:

- Service procedures.
- Evidence, documents and forms related to the service.
- Deal with complaints.
- Transparency of procedures for service delivery.

The way the staff deal with customers:

- Behavior and efficiency.
- Knowledge of the requirements necessary to obtain the service.
- Advice and support.
- Justice and equality in dealing with customers.
- Respect and appreciation for the customer.
- Added value.
- Proactive/ shows initiative.

Information Service:

- Clarity of information.
- Comprehensiveness of the information.
- Accuracy of the information.
- Update of the information.
- Matching of information through various channels.

Service Centers:

- The suitability of the site for the service.
- Waiting system.
- Cleaning, ventilation and lighting of the site.
- Health facilities.
- Availability of parking.
- Consistency of the appearance of the center with the corporate identity of the authority.

The output of the service:

- Matching output with the technical specifications of the service.
- The consistency of service with the requirements of the customers.
- Reliability (the functional tasks of the outputs).
- The general impression of the customer experience.

Notes:

- The points (above) are examples of criteria that the department can use to measure customer opinion and assess their experiences regarding procedural services, and do not necessarily represent the minimum or maximum methods of measurement: they have been included as examples only.
- Control Services, public services and services provided by a government for other governments. Other methods could be used to measure the opinions of beneficiaries other than opinion polls (discussion groups, public meetings, etc.), and measurements that suit the nature of the service should be used. The opinions of indirect customers with relation to services, policies and the activities of management can be measured.

6/2 Performance indicators for customers

- These are internal performance criteria in order to monitor, understand and predict the performance of the management with regard to customer satisfaction. Depending on the nature of work they could include the following results:
- Main operational results.
- The size of products and services offered.
- The efficiency of service delivery (the percentage reduction in the cost of the service, the percentage of output increase while maintaining the same input).
- The time required for the provision of services (the waiting time, the time required for the completion of the service, the number of steps necessary to complete the service).
- Indicators of easy access to the service (the number of days required to make an appointment, the number of channels available to provide the service).
- The proportion of services that have been improved.
- The percentage of errors.
- Productivity (volume of transactions completed per time unit as compared to pre-set goals).
- Measure the creativity and participation rates (the number of new services, proposals received, percentage of applicable suggestions, etc.).



Criterion 7 - Human Resources Results

This criterion focuses on the results of the department with regard to human resources and levels of satisfaction.

Definition

Distinguished departments do the following:

- ❑ Identify and design a set of relevant operational and strategic performance indicators for the purpose of evaluating the success of the strategic objectives, policies, processes and activities that support them in light of human resource personnel and their needs and aspirations.
- ❑ Identify numerical targets in light of the personnel's needs and aspirations in line with the strategy adopted.
- ❑ Achieve stable results in human resources over at least four years.
- ❑ Understand the causes and effects behind the results and the impact of these results on other relevant operational and strategic performance indicators.
- ❑ Take advantage of results to predict future performance.
- ❑ Compare the level of performance with the results of similar authorities and use the results of this comparison to determine and review the numerical targets.
- ❑ Classify results to understand the experience, needs and aspirations of each category of human resources personnel in a specific and detailed manner.

1/7 Measures of human resource personnels opinions, which could include the following areas:

- ❑ Impression of the management.
- ❑ Management's vision and leadership.
- ❑ Professional development.
- ❑ Performance and stability of management.
- ❑ Benefits and additional bonuses.
- ❑ Working conditions and equipment.
- ❑ The environment and working atmosphere.
- ❑ Interest levels with work and its challenges.
- ❑ Evaluation of performance and appreciation.



7/2 Performance indicators for human resources

These are internal performance criteria in order to monitor, understand, determine and predict the performance of departments in relation to human resources.

As per the nature of the departments they could include the following results:

Achievements: - The competencies required compared to those available. - Productivity. - Levels of success with training and development programs to achieve the desired goals. - Assess the impact of the training.	Motivation and participation: - Participation in improvement teams. - Participation in the suggestions system. - Participation in training and development programs. - Benefits (measurable) of work teams. - Determination of employees and work teams. - Response rate for questionnaires.
Levels of satisfaction: - The average number of days of absence per employee. - The rate of sick leave per employee - The number of work-related injuries - The number of complaints and grievances by employees. - The turnover rate.	Services provided to personnel: - The time required for the provision of services (the time required for the completion of the transaction). - The efficiency of service delivery (the percentage reduction in the cost of the service, rate of output increase while maintaining the same input). - The proportion of errors. - The effectiveness of communication. - Speed of response to queries and
Localization: - Ratios of localization as per the approved categories. - Rate of increase in the number of citizens. - Rate of continuity of services to citizens.	

Criterion 8 – Partnership, Society and Environment Results

This criterion focuses on department relations with partners and obligations towards the environment and society, (at the local, regional and global levels):

Definition

Distinguished departments do the following:

- Identify and design a set of relevant operational and strategic performance indicators for the purpose of evaluating the success of strategic objectives concerning the environment and community, relationship with partners, policies, processes and activities that support them in the light of the needs of partner and stakeholder aspirations.
- Identify numerical targets in light of partner and stakeholder aspirations in line with the strategy adopted.
- Achieve stable results in partnerships, the environment and community service over at least four years.
- Understand the causes and effects behind the results and the impact of these results on other relevant operational and strategic performance indicators.
- Take advantage of results to predict future performance.
- Compare the level of performance with the results of similar authorities and use the results of this comparison to determine and review numerical targets.
- Classify results to understand the experience, needs and aspirations of each type of partner and stakeholders in a specific and detailed manner.

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

These are internal performance criteria to monitor, understand and predict the performance of departments related to the environment, partners and the community based on the nature of the work. This criterion could include the following results:

Environmental:

- The percentage reduction in the consumption of electricity and water.
- The volume of materials that have been recycled.
- The percentage reduction in the consumption of materials (leaves, fuel, chemicals, etc.).
- The percentage reduction in greenhouse gas emissions and environmental pollutants.

Social responsibility:

- The number of community initiatives.
- The effects of community-based initiatives.

Partnerships:

- Assess the performance of partners.
- Evaluate the performance of suppliers.
- The added value of partnerships.
- The number of improvement initiatives implemented with partners and their benefits.

Note: Government authorities exist to serve the community so there should not be confusion between the activities and services provided by departments for the community as part of its core business and community activities that are performed outside the scope of work as volunteer or charitable efforts; provided that such an activity does not interfere with the main activities of the community as related to other government authorities. It must be done in coordination with these authorities in order to integrate and should not constitute a conflict or a repetition of what is already being done. It should also be noted that there should not be budgets allocated for community activities which are undertaken by departments. It should be achieved through volunteer activities, or the use of the facilities and resources of the entity to implement community-based activities (in a way that does not contradict nor affect their main activities).



Criterion 9 - Main Performance Results

This criterion focuses on the results of the department compared to plans and in line with the strategies and supporting policies. It includes two sub-criteria. Based on the nature of the work and objectives of department, the points contained in sub-criterion No. 9/1 – about the output of key performance – can fall within the points contained in sub-criterion No. 9/2 – about main performance indicators, and vice versa:

Definition:

Distinguished departments do the following:

- ☐ Identify and design a set of financial and non-financial performance indicators for the purpose of evaluating the success of the authority's strategy in the light of the needs of groups of key stakeholders and their aspirations.
- ☐ Identify numerical targets in light of the needs of groups of key stakeholders and their aspirations, and in line with the strategy adopted.
- ☐ Achieve stable results in key performance indicators over at least four years.
- ☐ Understand the causes and effects behind the results and the impact of these results on other relevant operational and strategic performance indicators.
- ☐ Take advantage of the results to predict future performance and results.
- ☐ Compare the level of performance with the results of similar authorities and use the results of this comparison to determine and review the numerical targets.
- ☐ Classify the results to understand the levels of performance of key and strategic indicators in a specific and detailed manner.

9/1 Strategic Output Performance:

This criterion focuses on key strategic methods of measurement, determined by the functions of the authority in terms of the law of establishment, national indicators and global competitiveness indicators that are related to the work of the authority:

Financial results include: the accuracy of the financial planning of self-revenues, the accuracy of financial planning of expenses and the accuracy of budget preparation.

Non-financial results include: the proportion of the contribution of department to achieving the strategic performance indicators.

9/2 Key Performance Indicators:

These criteria are operational plans for the department in order to monitor, understand, identify, predict and improve the results of institutional performance, depending on the nature of the work and the objectives and activities of department. It could include the following results:

Projects and initiatives: the success ratios for operational performance indicators for projects and initiatives.

Information: accessibility, accuracy, suitability, availability at the appropriate time, participation and sharing of information.

Governance and transparency: the department's commitment to rules and regulations, and the application of observations contained in internal or external auditing reports (Audit Bureau).

Criteria 3: Human Resources

3/1 Planning and Management of Human Resources:

(3/1/1) To specify future needs the management adopted the university's methodology to identify its needs on an annual basis based on the objectives and initiatives of the strategic plan and budget. This is linked to employee performance regarding promotions, expectations and career paths. Vacant posts are identified and sent to the Department of Human Resources in January of each year for approval (attached).

(2/1/3) In terms of staff recruitment management determines the tasks, responsibilities and the conditions required of applicants (*) and submits them to the Department of Human Resources who receive applications. Then the administration conducts interviews with the candidates. The interviews committee returns the list of successful applicants to the Human Resources Committee for approval.

Criterion 6: Customer and Service Results

6/1 Customer Opinion Measures:

In order to apply mechanisms for measuring customer satisfaction management distributed satisfaction questionnaires to the customers. The chart below shows the results for the years 2008 and 2009 for satisfaction with the management, which can be compared with the customer satisfaction of the total number of university customers. This shows an increase in the results for management as compared to the results of individual university departments:

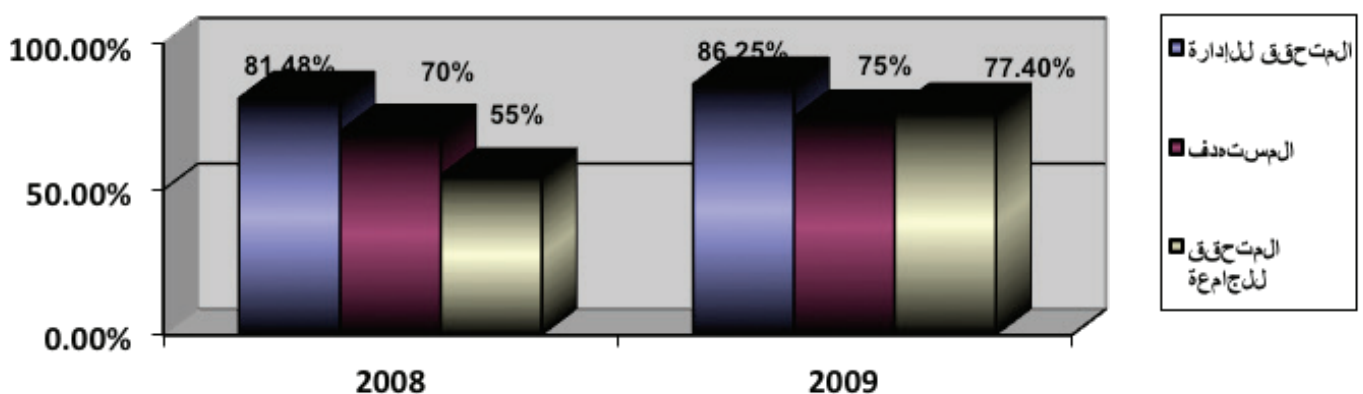


Figure (6-1): Overall Satisfaction of Administration Customers



Structure of the Nomination file

Distinguished Department Category:

A department has the right to apply by filling in the "Distinguished Department Manual" and providing relevant evidence or by using the nomination file as used in the "Sheikh Khalifa Government Excellence Program." When applying please comply with the terms below:

- The number of pages must not exceed 38 (including attachments, attached documents, such as graphs, tables, illustrations, statistical data, images, correspondence, results, applications, etc.). Pages in excess of the specified 38 will not be taken into account.
- Attached documents should not exceed 15 pages.
- More than one diagram may be included in the attached pages provided the content of any attachment is clearly readable.
- Attachments can be included in the answer pages or attachments can be separate from the answer pages (subject to the total number of pages of the report).
- The following pages can be added to the application and will not be considered as part of the 38 pages (Distinguished Department Category application):
 - o Cover letter.
 - o Table of contents.
 - o Introduction of the department: maximum a two or three page general summary.
 - o Glossary.
 - o Page breaks.

Application Sections:

Cover Letter (one page): Please attach a letter with the application, addressed to the University Administration and signed by the highest administrative authority in the department applying. The letter should confirm that all the information contained in the documents provided are correct, and that all requirements have been met.

Cover Page: University name and logo, which category, team / department/ employee name.

Table of Contents (one page): Please attach one page that includes the Table of Contents of the documents submitted, and indicate the page numbers for each part of the application.

Introduction of the Department (3-2 pages): This is a summary of the department (showing its mission and vision), the nature of the work, who the main clients are and the department's relationship with partners and/or the university. Please also add the organizational structure. Include the following five key points (at least):

Overview of the department: facts about the department

Departmental scope of work: the department's main specialties, services, activities, beneficiaries and the geographic areas that fall within the scope of the department.

Departmental work environment and internal/ external relations: key partners, relationships between branches, offices (if relevant), partners and clients, etc.

Departmental organizational structure (on a separate page): shows the main divisions and departments/branches/offices.

Main components of the departmental strategic plan: include every component of the strategic plan in one page at most (vision, mission, values and strategic objectives).

Glossary (one page): This glossary explains all the terminology and abbreviations contained in the application.

The pages should be distributed to reflect the grades given to each criterion as follows:

Criterion	Percentage of the Criterion	Number of pages
(1) Leadership	10%	4
(2) Strategy	10%	4
(3) Human resources	10%	4
(4) Partnerships and resources	10%	4
(5) Operations and services	10%	4
(6) Customers and service results	17.5%	6
(7) Human resource results	10%	4
(8) Partnerships, society and environmental results	5%	2
(9) Key performance results	17.5%	6
Total	100%	38



Instructions for Completing the Nomination file

Language: the default language is Arabic some English terms can be translated. In cases where the employee, team or department members do not speak Arabic they can use English.

Font: use Simplified Arabic or Arial for English as follows:

- o Headlines: font size (14).
- o Subtitles: font size (13).
- o Content: font size (12).

Writing Style: all attachments must use the same style of font as used in the main text. Write on one side only of the application.

Attaching Documents: applications for participation in the department category can include attachments with the text of the answers, or as separate attachments in separate pages that do not exceed the total number of pages for each category. These documents must be official, certified, clear, readable, time-bound, purposeful and reflective. These documents may be letters, resolutions, certificates, pictures, operating guides, diagrams, illustrations, studies/ research or reports).

Page Size: A4 paper.

Space between lines: 1.15 inches.

Margins:

- o Top Margin: bottom, left: 0.5 inch.
- o Right Margin: 1 inch.
- o Header: 0.5 inch.
- o Footer: 0.5 inch.

Page Numbering: the page number and total number of pages must be shown on the left edge of each page (e.g. page number to ... or/....).

Numbering of Paragraphs: paragraphs should be numbered in order to correspond with the numbering of the main and sub criteria and the activities that will be answered, for example 3-2-1 (first activity, the second sub criterion, the third main criterion).

