



CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE
United Arab Emirates University

Institutional Excellence Categories

Second Cycle

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A. Glossary of Terms

The table below illustrates the definitions and abbreviations used in the report:

[illegible]

B. Introduction

General information			
Number of Employees		Name of Organizational Unit	
Organizational Structure/Affiliated Units			
Main Tasks of the Organizational Unit			
Main services and Scope of Work			

Work Environment, Internal and External Relations	
Internal Relations	
External Relations	

Organizational Unit Strategy (if available, please mentions its components)

Vision	
Mission	
Values	
Objectives	

Significant Projects, Outcomes and Contributions

* Significant Contributions and Projects (2015-2016)	
Cooperation Agreements with governmental parties (if available)	

*Please mention only the most significant contributions, projects and development and change initiatives achieved the organizational unit

Participation in the area of Institutional Excellence

Has the organizational unit participated in excellence programs inside or outside the university? (if the answer is (yes), please mention them).

Has the organizational unit received any awards or certificates of appreciation (award/s, certificate/s of appreciation, etc.)? (if the answer is (yes), please mention them).

Describe the methodologies / procedures underpinning the work of the organizational unit.

Has the organizational unit organized courses or workshops for its employees in the areas of excellence / innovation / creativity? (if the answer is (yes), please mention them).

Mention the most important participations of the Organizational Unit in community service.

A. Criteria

Main Criteria	1. Leadership	
Sub-Criterion	1/1 Participation of the leadership in implementing institutional values and the vision /mission of the concerned parties in addition to its role in identifying the objectives of the organizational unit and giving a good example of the culture of excellence:	Number and name of available evidence
	Evidence of the participation of the organizational unit leadership in the preparation of the strategic plan of the university (vision, message, values, objectives, analysis of the internal and external environment ...) and in workshops and related retreats.	
	Evidence of leadership participation in the preparation of detailed initiatives, activities and operational plans for the administration to serve the objectives of the university strategic plan.	
	Evidence of leadership participation in disseminating the strategic plan inside and outside the organizational unit and the university and encouraging its implementation.	
	Evidence of leadership participation in disseminating the culture of governmental excellence and encouraging its application inside and outside the organizational unit.	
	Evidence of the role models provided by the leadership as good examples of behavior, integrity and social responsibility inside and outside the organizational unit and the university.	
	Evidence of the co-participation of the leadership and their subordinates/employees in developing and assessing the individual objectives of department chairs in the organizational unit on a regular basis	
	Evidence of the leadership role in disseminating the culture of accountability to ensure the implementation of the standards of professional conduct and work ethics in their employee community.	

	• Evidence to prove the leadership participation in courses / conferences, seminars in planning and excellence activities.	
	• Evidence to underline the leadership participation in development projects inside and outside the organizational unit and their endorsement of developmental proposals.	
	• Evidence to emphasize the leadership participation in assessing and monitoring the level of utilization of the achieved contributions to ensure continuous learning.	
		

Main Criteria	1. Leadership	
Sub- Criterion	2/1 Effective personal participation of the leadership in identifying, monitoring and reviewing the performance of the organizational unit and leading the efforts to develop, apply and update the work systems.	Number and name of available evidence
	Evidence to demonstrate the success of the organizational unit leadership in founding and implementing a mechanism to develop and monitor the performance indicators of the strategic plan, projects, processes and methodologies of their organizational unit.	
	Evidence to demonstrate the success of the organizational unit leadership in creating and implementing a dynamic for managing and developing the organizational unit work.	
	Evidence to show the success of the organizational unit leadership in implementing the results of indicators periodic assessment and performance measurements in order to facilitate the decision- making process.	
	Evidence to emphasize the success of the organizational unit leadership in applying the standards of governance and transparency with regard to financial matters or staff affairs.in their OU.	
	Evidence to prove the success of the organizational leadership in identifying and assessing the risks of operations and initiatives according to the university policies or in line with the terms of reference of the organizational unit.	
	Evidence to confirm the success of the organizational unit leadership in assessing and developing the organizational unit capabilities.	
		

Main Criteria	1. Leadership	
Sub-Criterion	3/1 Leaders interact with all internal and external relevant groups and their involvement (customers, partners, suppliers, community, etc.)	Number and name of available evidence
	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 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	
		

Main Criteria	1. Leadership	
Sub-Criterion	4/1 Leaders work on building and promoting a culture of excellence in human resources	Number and name of available evidence
	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 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	
		

Main Criteria	1. Leadership	
Sub-Criterion	5/1 Leaders ensure the flexibility of the department/area and its ability to manage change effectively	Number and name of available evidence
	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	
	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	
		

Main Criteria	2. Strategy	
Sub- Criterion	1/2 Contributing to the preparation, revision and updating of the strategy and the policies that support the concerned party	Number and name of available evidence
	Evidence to prove the collection and examination of the needs and expectations of all stakeholders and their incorporation as an input to the development of strategy and supporting policies.	
	Objectives of the organizational unit and their relations to the strategic and operational plan of the university	
	Analysis of current and expected capacities	
	Management operational plan (initiatives, activities and sub-tasks) and implementation priorities	
	Documents illustrating the organizational unit's awareness of the submitted proposals or observations and the utilization of these proposals/observations in the preparation of operational plans and the development of initiatives (meeting minutes, follow-up complaint form or proposal form, etc.)	
	Documents throwing light on the organizational unit's visits to distinguished parties and the benefits gained from these visits in addition to their utilization in development of work mechanisms and in the preparation of the university strategic plan (minutes of meeting, pictures, official decrees, etc.)	
	A list of benchmarking parties /institutions	
	Benchmarking reports	
	A document emphasizing the link between the main operations of the concerned administration/Department and its operational plan	
	Evidence of the implementation of strategic planning and risk management methodology in the preparation of the strategic plan of the organizational unit.	
	Report of the results of the assessment of the current strategic plan and the levels of achievement of the strategic objectives and highlight the constraints and elements of success	

	• Report on the results of institutional performance assessment and measurement studies (performance indicators) and the results of the internal audit of the administration/Department.	
	• The organizational unit risk management and potential crises plan and its potential occurrence and impact, including activities, implementation responsibilities, timeframes and required resources.	
	• Evidence to prove the engagement of the organizational unit staff in itemizing initiatives, activities and detailed operational plans	
	• Risk analysis Forms	
	• Alternative plans and evidence of implementation of these plans	
	• List of updated methodologies and procedures	
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Main Criteria	2. Strategy	
Sub- Criterion	2/2 Disseminating, implementing and monitoring the strategy and its supporting policies.	Number and name of available evidence
	Minutes of meetings on surveilling the accomplishment of operational plans and achieving the objectives of the organizational unit in addition to monitoring the rates of plans' implementation.	
	Evidence and documents on the implementation of strategic planning and risk management methodology and the deployment of the organizational unit strategic plan in addition to the illustration of the role of organizational unit director / department chairs in publishing and introducing the strategic plan (vision, mission and objectives of the concerned party) to the organizational unit staff (Decision of holding a workshop, meeting minutes with strategic planning department, minutes of meetings, hanging of paintings, etc.)	
	Documents and questionnaires measuring the level of satisfaction of the organizational unit staff and customers towards the OU strategic plan.	
	Periodic reports to measure the level of implementation of the OU strategic plan and the evidence reports on its achievement.	
	List of strategic and operational performance indicators at the level of the organizational unit and its approved numerical targets based on comparisons with best practices and in adherence to the vision and mission of the university	
	List of initiatives for each department/OU aligning with approved strategic objectives including (time period, cost, performance indicator)	
	List of individual objectives of employees and task forces emanating from the strategic plan of the department/OU.	
	Minutes of periodic meetings / workshops aiming to review, update and develop targets regularly in adherence to the strategic objectives and operational plans of the department/OU.	
	Minutes of leadership meetings with customers, employees, conferences and external meetings	

	Standardized benchmark reports implemented and applied to these comparisons	
	Dissemination plan for the organizational unit strategy and list of means of dissemination used in the process.	
	Evidence of the implementation of the plan inside and outside the organizational unit	
		

Main Criteria	3. Human Resources	
Sub- Criterion	1/3 Maintaining HR plans in support of the strategy of the organizational unit/department/administration	Number and name of available evidence
	Evidence of the application of human resources planning procedures. Evidence of methods integral to the description and classification of jobs. Evidence of career trajectories and delegation of authority techniques. Evidence of proposal-tackling and observations policies as well as systems of motivation and recognition of performance. Evidence to demonstrate modus operandi of training and development, methodology of job performance management and institutional communication procedures.	
	A document illustrating the laws and regulations of human resources	
	A copy of the internal / external advertisement of jobs available in the organizational unit published in newspapers and website. A copy of the vacant job advertisement used at the time of participation in employment fairs. A copy of the job ad sent to hiring/recruiting companies.	
	A copy of the test forms submitted by the candidate prior appointment	
	Administrative decree on participation in the interviewing committee	
	A document demonstrating the role of the organizational unit in examining /analyzing accessible work burdens and comparing the size of feasible projects and business with the available number of employees in order to calculate the required number of staff to be appointed in vacant jobs.	
	A document describing the preparation and classification of staff in the organizational unit in terms of differences in nationalities and variations in experiences	
	A document showing the endeavor of the organizational unit / university in engaging employees in the annual evaluation process at their convenience before submitting it to the Human Resources Department.	

	• A document clarifying the notification of new employees of the regulations, laws and regulations applicable at the university / organizational unit	
	• A document demonstrating the induction program for new staff in the organizational unit	
	• A document explaining the incorporation of staff proposals/observations and the results of opinion questionnaires analysis into action plans for their implementation and for the development of human resources procedures and practices.	
	• A document manifesting the organizational unit role in applying procedures for the description and classification of jobs and career paths	
	• A document displaying job description cards for all job titles in the organizational unit	
	• A document clarifying the comprehensiveness of the Strategic Plan and its inclusion of all human resources objectives and initiatives	
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Main Criteria	3. Human Resources	
Sub- Criterion	2/3 Developing the skills and capabilities of HR	Number and name of available evidence
	A document referring to the results of staff performance assessment and matching up of the skills and capabilities of the staff with those required in the job description templates.	
	A document reporting the gap between required and current skills and capacities	
	A document designating the decisions taken to bridge potential gaps via job transfer/rotation and recruitment of appropriate staff	
	A document reflecting the organizational unit training plan	
	A document registering an application submitted by an employee (for the purpose of taking a training course related to his / her work) including the approval of the organizational unit.	
	A document indicating the effort of the Human Resources Department in monitoring training during and after the training course.	
	A document confirming the role of the HR Department in measuring and evaluating the results and impact of training	
	An administrative decision document issued by the organizational unit permitting an employee to apply for the completion of his/her study after spending a specified number of years in duty.	
	An administrative decision document granting financial facilities and flexible working hours for employees who complete their studies during service.	
	A document showing the financial rewards dictated by the organizational unit as a result of the annual assessment of distinguished employees.	
	An administrative decision allocating a specific budget to each department respectively for the purpose of rewarding and motivating their employees	

	• A document confirming the notification of staff/employees regarding their annual performance assessment before final approval.	
	• A document manifesting the agreement between the employee and his/her subordinates on the results of the employee's annual assessment	
	• A document reflecting the designation of the training needs of the OU staff based on the results of the performance evaluation	
	• A document witnessing that the promotion of staff is based on performance appraisal results	
	• Documents showing a dynamic for selecting the objectives of work-teams and individuals from the overall goals of the university / organizational unit (individual balanced performance templates)	
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Main Criteria	3. Human Resources	
Sub- Criterion	3/3 Empowering and engaging human resources	Number and name of available evidence
	List of the participations by the organizational unit employees in official and non-official occasions.	
	An administrative decision authorizing a staff member to carry out the duties of his/her manager.	
	An administrative decree formulating a proposal mechanism which permits all staff of the organizational unit to submit proposals	
	A document clarifying a proposal submitted by a staff member and the subsequent action plan developed to achieve it.	
	An administrative decision to grant a staff member financial / moral rewards as a result of submitting a distinguished proposal	
	A document implying the availability of a criteria for initiatives and proposals within the parameters of the staff performance assessment system.	
	A decree to formulate joint teams from an organizational unit and university administrations to achieve and implement specific projects	
	An administrative decree to delegate higher authorities to an employee as a result of his/her outstanding performance in the organizational unit	
	A document specifying the names of the candidates nominated for leadership / supervisory positions at the university / organizational unit.	
	A document clarifying the authorities of the organizational unit employees.	
	A document clarifying the revision and modification of the OU staff terms of reference template.	
	A document specifying the incentives and rewards for participation in teams and committees	

	• A document spotlighting the human resources decision-making mechanism and evidence of transparency	
	• A document illustrating the transparent applications of human resources systems in the organizational unit	
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Main Criteria	3.Human Resources	
Sub- Criterion	4/3 Effective communication of human resources at the level of the organizational unit/ other administrations.	Number and name of available evidence
	Minutes of periodic meetings between the Director of the organizational unit and the concerned departments.	
	The presence of specific criteria in the staff satisfaction questionnaire on communication channels in the organizational unit.	
	A document illustrating the transformation of communication mechanism between employees in the OU from the manual method to the electronic system.	
	Evidence of the implementation of ENJAZ system in order to monitor the Strategic Plan.	
	A document describing the performance of the organizational unit database and determine the staff terms of reference to access the database according to individual job requirements.	
	A document clarifying the role of the organizational unit in allocating a budget / establishing a special fund for events/occasions affiliated with employees (joy, death).	
	A document demonstrating the publication of the photos and job titles of the new employees in the organizational unit.	
	Administrative decree to establish a specialized scientific library	
	A document illustrating the periodicity of meetings and visits between the leadership and their staff/subordinates.	
	A document itemizing channels and means of communication between leadership and their employees and between the organizational unit and the customers.	
	Minutes of periodic meetings between leadership and staff to discuss the workflow.	
	A document explaining the use of e-mail in contacts and communication between employees	
	- Evidence of handling the grievances of the employees. 	

Main Criteria	3.Human Resources	
Sub- Criterion	5/3 Paying attention, rewarding and appreciating the efforts and achievements of human resources/employees.	Number and name of available evidence
	A document outlining the organizational unit submission of a proposal to amend the system of wages and allowances/bonuses at the university.	
	A document clarifying health insurance coverage of all employees in the organizational unit.	
	A document clarifying the role of the organizational unit in providing a safe environment for its employees (fake fire evacuation, ISO18001 certificate)	
	A document showing the role of the organizational unit in organizing workshops on occupational safety and health as well as related community issues.	
	A document showing the OU procedures of community initiatives to organize social, cultural, humanitarian and sports activities and examples thereof.	
	A document indicating the efforts of the university / organizational unit in modifying the work system based on staff proposals / results of satisfaction questionnaires.	
	A document describing the efforts of the organizational unit in getting special discounts for its employees in some places such as hotels / tours.	
	A document describing the formation of a special team to represent the university / organizational unit and participate in local events	
	Internal Award Criteria and its ties with the Strategic Plan.	
	List of employees and teams who have been honored or granted incentives by the OU/or other concerned party.	
	List of employees who have been promoted in the light of the annual performance assessment.	

Main Criteria	4. Partnership and Resources	
Sub- Criterion	1/4 Managing partners and suppliers to achieve sustainable benefits.	Number and name of available evidence
	Evidence to exemplify the implementation of institutional communication procedures and mechanisms for tackling suggestions and observations in addition to methods for managing relationship with partners.	
	A document showing the efforts of the organizational unit in identifying its needs from potential partners.	
	List of the partners of the organizational unit (local, regional, international) in the public and private sectors.	
	Agreements between the OU and its key partners highlighting the boundaries and relations of partnerships between them.	
	A document illustrating the organizational unit's visit to some partners to explore their best practices and gain experience from them / and vice versa.	
	A document outlining the channels of knowledge exchange between the organizational unit and its partners including coordination between the organizational unit and its partners and mutual periodic visits in addition to questionnaires measuring the satisfaction of partners.	
	A document illustrating the OU policy of receiving the observations and proposals of its partners with regard to the improvement of operations and services in particular.	
	A document clarifying the role of the organizational unit in evaluating the suppliers and partners.	
	- A document underlining the mechanism for reviewing, disseminating and distributing of the procedures / methods of dealing with concerned parties / contracts signed with suppliers and partners. 	

Main Criterion	4. Partnership and Resources	
Sub- Criterion	2/4 Managing financial resources to achieve sustainable success	Number and name of available evidence
	Evidence of the implementation of financial resources management procedures, and budget preparation mechanism and their linkage to the university strategy and the method for determining the financial resource requirements.	
	A document outlining the programs carried out by the organizational unit for the development of revenues and rationalization of expenditures.	
	A document describing the role of the organizational unit in studying the financial implications of its projects.	
	A document clarifying the role of that the organizational unit in analyzing alternatives available projects and selecting the appropriate ones.	
	A document revealing the role of the organizational unit in analyzing the results and achievements of its projects and comparing them with the designated financial resources.	
	Evidence of implementing governance measures / constitutional governance.	
	Evidence of the application of a mechanism to study the financial implications of all projects affiliated with the organizational unit.	
	Financial requirements identification forms/templates.	
	Periodic financial reports and analysis of their results in addition to related corrective procedures.	
		

Main Criteria	4. Partnership and Resources	
Sub- Criterion	3/4 Managing assets (buildings, equipment, resources) in a sustainable manner	Number and name of available evidence
	Evidence of the implementation of property/assets management strategy and plans.	
	Evidence to prove the availability of a property security management system (building maintenance, risk and fire prevention)	
	A document illustrating clear inventory management procedures.	
	A document describing the periodic preventive maintenance schedule.	
	A document assuring the role of the organizational unit in issuing circulars on the optimal use and storage of property and resources, such as technical resources and procedures related to security personnel.	
	A document emphasizing the commitment of the organizational unit to ensure the availability of periodic maintenance contracts for the equipment and projects. These maintenance contracts will be activated after the completion of the projects.	
	A document substantiating the existence of periodic preventive maintenance contracts for the organizational unit.	
	An administrative decree verifying installation of a fire alarm electronic system in the university / organizational unit.	
	An administrative decree validating the recycling of damaged papers in the organizational unit.	
	Evidence of the effort of the organizational unit in reducing consumables and waste material and maintaining non-renewable resources.	
	Evidence of mitigating the negative impacts emanating from the use of products and materials.	
		

Main Criteria	4. Partnership and Resources	
Sub- Criterion	4/4 Managing the technical resources to support the implementation of the strategy.	Number and name of available evidence
	Evidence of the application of technical resources management procedures.	
	List of technical needs.	
	An administrative decree authenticating the role of the organizational unit in accumulating inventories of its technical resources used at the university.	
	Evidence of the implementation of initiatives included in the approved technical strategy.	
	An administrative decree clarifying the action taken by the organizational unit to replace some old technical materials with recent ones.	
	Evidence of a plan for periodic preventive maintenance of technical resources.	
	An administrative decree to implement and automatize the operations management system.	
	Evidence of a plan to transfer the organizational unit's services to the UAEU website for potential external use (without physical appearance in the university).	
	Evidence authenticating the use of technical resources in the continuous development and improvement of the organizational unit processes and strategies.	
		

Main Criteria	4. Partnership and Resources	
Sub- Criterion	5/4 Managing information and knowledge to support the effective decision-making and capacity-building processes in the OU/concerned party.	Number and name of available evidence
	A decree / document validating the authentication and inventory of all knowledge sources related to the operations of the organizational unit (instructions, laws, references and job eligibilities).	
	An administrative decree at the organizational unit level selecting one of the OU employees to be responsible for updating and developing information related to the OU work on the UAEU website in order to ensure its novelty, accuracy, integrity and security.	
	An administrative decree regarding the implementation of a system for the storage and archiving of information in the university / organizational unit which is accessible to all concerned parties.	
	A copy of an electronic link on the internal network of the university/organizational unit containing detailed information about the work assignments carried out by the OU and the latest news and developments. The link should be accessible to all employees.	
	An administrative decree to confirm the availability / provision of advanced electronic systems/equipment.	
		

Main Criteria	5. Processes/Operations and Services	
Sub- Criterion	1/5 Outlining and managing processes to achieve optimal values for the concerned parties.	Number and name of available evidence
	Evidence of the application of procedures for the management of operations.	
	A list describing all operations within the organizational unit.	
	A list illustrating the classification of all operations into key operations and supporting operations by the organizational unit.	
	Evidence of the revision and classification of operations.	
	Evidence of the list of performance indicators for OU operations.	
	A document illustrating the action taken by the organizational unit to conduct opinion questionnaires to explore the observations and suggestions of the concerned parties regarding the new and amended processes/operations.	
	A document highlighting the documentation and authorization of the OU operations.	
	A decree to form the operations team, responsible for the process of identifying, classifying and documenting operations in the organizational unit.	
	A document clarifying the engagement of the OU employees (responsible for tackling one of the university operations/processes) in reviewing, updating and documenting the operation/process under consideration.	
	A document throwing light on the mechanism of process/operation documentation/authentication in the organizational unit.	
	A document showing the role of the university in training employees to handle new and modified processes/operations before the final approval of their implementation.	
	A document describing the role of the organizational unit in using the best internationally recognized practices in documentation such as ISO standards for quality assurance, environment, health and safety, besides the use of advanced technological systems.	

	• A document describing the role of the organizational unit in periodical measuring of the performance of operations by submitting reports on achievements and operation performance indicators.	
	• A document including minutes of meetings which emphasizes the convening of the organizational unit to review/update its operations and resolve issues related to duplication of the OU operations.	
	• A document clarifying the role of the organizational unit in linking performance indicators of its operations to performance indicators for related operational plans.	
		

Main Criteria	5.Processes /Operations and Services	
Sub- Criterion	2/5 Outlining and developing services based on the needs of customers and their expectations.	Number and name of available evidence
	• A document describing the classification of the customers of the organizational unit into internal and external dichotomies.	
	• A document clarifying the role of the organizational unit in conducting a questionnaire for its customers, to explore their current and future needs and measure their opinions on current services.	
	• A document uncovering the organizational unit's role in reviewing the results of customer satisfaction surveys and the action taken based on these results and on the nature of current services delivery. The subsequent action includes the development of new services.	
	• A document indicating the OU announcement of new and amended services to its customers.	
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Main Criteria	5. Processes/Operations and Services	
Sub- Criterion	3/5 Effective Marketing of services	Number and name of available evidence
	A list of the organizational unit's customers and services	
	Plans to introduce the customers to the services provided by the organizational unit and the mechanism and periodicity of implementation.	
	A document including the outlining of the operations and procedures of each service in the organizational unit.	
	A list of the available capabilities and provided values of each service and the affiliated partners.	
	Service cards demonstrating provided value provided, categories of beneficiaries and customers affected by services in addition to service delivery channels.	
	Organizational unit services marketing plan.	
	A list of the OU capacities, resources and its method for service delivery in addition to resources required to deliver the OU services and resources provision mechanism as well as potential risk management plan.	
	Report the study of the requirements and needs of the clients and their expectations.	
	Reports of statistical studies of the volume of demand on the channels of service delivery and statistical reports which examine the absorptive capacity required for these channels.	
	A list of the skills, capabilities, dynamics, information and authorities required on the part of the employees to deliver the service.	
	Report on the study of service delivery processes throughout different stages and channels.	
	Lists of all documented services and their delivery method which includes starting and ending points in addition to allocation of responsibilities and establishment of the time required to implement	

	in the light of the impacts of each stage (including safety, public health and environment) and its management plans.	
	• Evidence of the implementation of an incentive system to motivate internal and external customers to present their ideas and experiences regarding the development of services and the establishment of a mechanism to implement their suggestions and observations.	
	• A report for measuring the performance of services which include the following information: service indicators, customer satisfaction results, results of confidential shopper studies, suggestions and observations of customers and related employees.	
	• Benchmarking reports in comparisons with distinguished parties to optimize the performance and delivery of services in the organizational unit.	
	• Plans for improvement and development of services and implementation follow-up reports.	
	• A document clarifying the role of the organizational unit in determining channels of communication with its clients (during field visits/meetings and via telephone-email).	
	• A document illustrating the role of the organizational in conducting customer satisfaction surveys on a regular basis, analyzing the results, and taking necessary measures regarding the level of satisfaction with the provided service and their delivery locations.	
	• A document indicating the role of the university / organizational unit in inaugurating new centers of administration to serve the customers order to win their satisfaction and facilitate matters for them.	
	• A document illustrating the role of the organizational unit in monitoring the service delivery process (such as calculating the time required to provide services, undertaking field visits by the organizational unit director/manager to the customer service centers and following-up of process and service performance indicators).	
	• A document showing the role of the organizational unit in analyzing the results of the confidential shopper and researching its causes and finding solutions.	

	• A document clarifying the role of the organizational unit in creating new programs to optimize customer satisfaction such as e-transformation in the delivery of the OU/university services engaging the customers in the pilot stages of the modified and new operations/processes to express their views.	
	• A document indicating the role of the organizational unit in organizing workshops for its customers to make them aware of the methods through which they can handle the new processes/operations used in the OU.	
	• Evidence of the role of the organizational unit in taking into account the cultural and social diversity of customers during the process of service delivery.	
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Main Criteria	5/ Processes/Operations and Services	
Sub- Criterion	4/5 Management and delivery of services.	Number and name of available evidence
	• A list of services provided to customers.	
	• A list of services which were developed to meet the needs of the customers.	
	• A list of channels of delivery of various services and their absorptive capacity.	
	• A document describing the management of services throughout all stages of delivery.	
	• A report showing the acquisition of skills, capabilities, tools, information and authorities by human resources/employees which enable them to improve the experience of customers.	

	• Evidence to show the observation /consideration of the impact of services on safety, public health and the environment throughout the service delivery stages.	
	• A report reflecting the role of the organizational unit in monitoring the performance of services by integrating quantitative and qualitative measures and comparing the results with the concerned parties to identify opportunities for improvement and strengths to improve the service provided to customers.	
	• Evidence to show the benefits generated from the creations of human resources/employees, customers, partners and stakeholders/concerned parties in developing services, simplifying procedures and increasing the efficiency and effectiveness of operations/processes. • A document indicating the role of the organizational unit in conducting questionnaires to measure the level of customer satisfaction with regard to the provided services.	
	• Evidence to prove the organization of workshops for employees and customers to introduce them to the improved services.	
	• Evidence of the implementation of the organizational unit methodology regarding proposals and observations, identifying customer needs and managing their satisfaction.	
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Main Criteria	5. Processes/Operations and Services	
Sub- Criterion	5/5 Managing and strengthening customer relations	Number and name of available evidence
	A document indicating the role of the organizational unit in identifying and classifying the categories of customers.	
	A document referring to the role of the organizational unit in the preparation and implementation of customer-oriented communication plan.	
	A document indicating the role of the organizational unit in determining the normal mechanisms and channels of communication with customers and identifying activities such as (providing telephone service to communicate with customers, providing chat service and answering inquiries through e-website services).	
	A report reflecting the continuous monitoring of customer experiences, impressions and feedback towards service delivery to determine levels of satisfaction with provided services and methods / locations of deliver.	
	Report showing prompt response to customer requirements.	
	Evidence showing the role of the organizational unit in observing the cultural and social diversity of customers.	
		

Main Criteria	6. Results of Customers and Services	
Sub- Criterion	1/6 Customer opinions/impressions assessment	Number and name of available evidence
	• Reports on the results of customer satisfaction towards the OU for the years (2015-2016) and classified according to the services at the level of departments/divisions.	
	• A list of parties targeted by the questionnaire.	
	• A report showing the results of customer satisfaction towards the OU within the parameters of its objectives and in comparison with other similar parties and the rest of the university departments/administration.	
	• Reports on the reasons for achieving / failing to achieve the OU objectives in the light of customer satisfaction surveys and studies uncovering the reasons for the positive / negative / static pattern of the results.	
	• Evidence illustrating the recommendations approved to optimize customer satisfaction (government agencies, suppliers, service providers and service recipients).	
	• Reports on response rate to customer opinion questionnaires.	
	• Linking the results of the surveys to the strategic plan.	
	• Evidence of timely results and verification of outcomes.	
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Main Criteria	6. Customers and Services Results	
Sub- Criterion	2/6 Customer performance indicators	Number and name of available evidence
	• Reports reflecting the results, targets, benchmarking and causal analysis of the following items in (2015-2016): Percentage of errors committed with customers, percentage of complaints handled within the specified time, percentage of complaints submitted by customers vis-à-vis the number of transactions received from customers.	
	• Time required to tackle complaints, time required to provide services (please specify provided services and time required to fulfill each service), time to develop new services, and percentage of reduction in service delivery time.	
	• Ratio of applied proposals vis-a-vis applicable proposals, and percentage of commitment to the estimated time it takes to complete transactions	
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Main Criteria	7.Outcomes of Human Resources / Employees	
Sub- Criterion	1/7 Measures of human resources/employees opinion	Number and name of available evidence
	Report of the results of employee satisfaction for the years 2015-2016 and the response rate.	
	Reports comparing the results of employee satisfaction with the OU targets and with similar parties and other administrations.	
	Reports on the reasons for achieving / failing to achieve the results of employee satisfaction and reports showing reasons for the positive / negative / fixed pattern of results.	
	Evidence illustrating the recommendations which were approved in order to improve staff satisfaction.	
	Linking the results with the strategic plan indicators.	
	Evidence demonstrating timely delivery of the results to the concerned parties and the accuracy of results.	
		

Main Criteria	7. Outcomes of Human Resources / Employees	
Sub- Criterion	2/7 Human resources/Employee Performance indicators	Number and name of available evidence
	• Reports demonstrating the results, objectives, benchmarking and causal analysis for the years 2015-2016 regarding the OU staff levels of satisfaction: (absence levels, sick leave levels, accident rate to number of employees, number of grievances presented by staff, job rotation rate), Percentage of grievances processed within a specified time)	
	• Reports registering the results, targets, benchmarking and analysis of causality for the years 2015-2016 in connection with providing incentives for the OU staff and motivate them to participate in related activities: (ratio of staff/participants in improvement teams, ratio of staff/participants in proposals systems, ratio of staff/participants in training and development programs, ratio of staff/participants in work teams according to the job levels, percentage of staff who have been estimated (e.g. promotion), percentage of response to the opinion questionnaires according to job levels, percentage of applied proposals vis-à-vis the rate of proposals suitable for application, percentage of applied proposals per 100 employees, number of employees participating in local and international conferences and seminars in addition to the rate of training hours per employee at all job levels (leadership, executive, supervisory and specialized).	
	• Reports illustrating the results, objectives, benchmarking and causal analysis of achievements (in the years 2015-2016) in the light of the following: (required competencies compared to available competencies such as the percentage of available competencies matching with the required competencies, productivity such as employee productivity rate, success levels of training and development programs which achieved the desired objectives in addition to percentage of jobs for which cards/templates of job descriptions were prepared).	

	• Reports reflecting the results, targets, benchmarking and causal analysis for the years (2015-2016) with regard to Emiratisation (Emiratization ratios at various levels of employment, percentage of increase in the preparation of UAE citizens).	
	• Reports revealing the results, targets, benchmarking and causal analysis for the years (2015-2016) with regard to human resources services: time required for delivery of services (time required to complete the transaction), efficiency of service delivery (percentage of reduction in service cost, increase in output ratio vis-a-vis the same inputs), error rate, communication effectiveness, response speed to queries and requests.	
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Main Criteria	8/ Outcomes of partners, society and environment	
Sub- Criterion	1/8 Performance Indicators for Partners, Environment and Society	Number and name of available evidence
	- Analytical reports revealing the results, targets, benchmarking and causal analysis for the years 2015-2016 with regard to the environmental field: (percentage of reduction in electricity and water consumption, size of recycled materials, rate of reduction in material consumption, greenhouse gas emissions and environmental pollutants). - Reports of results "number / percentage of employees participating in community initiatives" for the previous three years from various job categories in the organizational unit vis-a-vis desired targets and causal analysis.	
	- Evidence or internal reports illustrating the number of OU/department participations in community activities: (number of participations in the provision of training and education, number of contributions to support charitable projects, number of contributions to support sports and cultural activities, number of contributions to support efforts and voluntary/humanitarian initiatives). - Results / impact reports of community initiatives such as (bulk of financial contributions, size of blood donations ...)	
	Analytical reports demonstrating the results, targets, benchmarking and causal analysis for the years (2015-2016) in connection with the area of partnership (results of the evaluation of partners' performance, results of supplier performance evaluation, value added by partnerships, number of improvement initiatives implemented in collaboration with with partners and their benefits).	
		

Main Criteria	9. Key Performance Results	
Sub- Criterion	1/9 Strategic Performance Outputs	Number and name of available evidence
	Analytical reports documenting the results, targets, benchmarking and causal analysis for the years 2015-2016 with regard to the financial results, including: (percentage of revenue achievement according to approved budget, percentage of completion of income development plan, percentage of expenditure reduction from the pre-arranged plan, percentage of commitment to disbursement by items and groups; percentage of completion of the expenditure rationalization plan, percentage of commitment to the budget allocated to the university for each goal, percentage of transfers of the total approved budget to measure the efficiency of financial planning)	
	Analytical reports illustrating the results, targets, benchmarking and causal analysis for the years 2015-2016 with regard to non-financial results, including: (percentage of commitment to achieving strategic plan performance indicators, commitment to achieve common strategic performance indicators of the plan).	
	Reports of the Council of Ministers on the performance level of the Department/Administration for the years 2015-2016.	
	Internal and external confidential shopper reports.	
	A report illustrating the percentage of completion in the implementation of the corrective measures of the confidential/secret shopper's notes.	
	Reports of the results of the assessment of the strategic objectives embedded in the strategic plan.	
		

Main Criteria	9. Key Performance Results	
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Sub- Criteria	2/9 Key performance indicators	Number of evidence available
	Analytical reports registering the results, targets, benchmarking and causal analysis for the years 2015-2016 with regard to the outcomes of the performance assessment of the operations/processes (time required, error rate, productivity, creativity and improvement).	
	Analytical reports underlining the results, targets, benchmarking and causal analysis for the years 2015-2016 with regard to the outcomes of information and knowledge performance assessment (accessibility, accuracy, suitability, timely availability, participation and knowledge-sharing).	
	Analytical reports revealing the results, objectives, benchmarking and causal analysis for the years 2015-2016 regarding the outcomes of the performance assessment of governance and transparency: compliance ratio of the organizational unit with regulations and laws in addition to the implementation of the observations included in internal or external audit reports (Audit Bureau).	
		