



CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE

United Arab Emirates University

AWARD MANUAL

Institutional Excellence Categories

لَا إِلَهَ إِلَّا اللَّهُ عَلَى التَّمْيِيزِ (مَوْسِييُمْ جَانِبُهُ الرُّبُوبُ الْأَعْلَى)



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United Arab Emirates University

2nd Cycle

2017

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GENERAL CONDITIONS

- All colleges, departments, research units and centers in the University are eligible to participate in the Institutional Excellence Award.
- Participating parties should have been founded/established for no less than two years.
- An organizational unit that wins the Award in one cycle is excluded from nomination for the next cycle.
- The university reserves the right to publish some contents of the winning files in order to disseminate success stories after the declaration of the results.
- When drafting the nomination file, the criteria in this manual must be observed and references in addition to supporting evidences should be noted when cited in the text.
- All files submitted for the Award shall be kept strictly confidential. In no way shall the contents of the files and supporting documents be disclosed before and during the assessment process.
- Data must be meticulously compiled to enable the reviewers understand correctly the nature of the work embedded in the related Award category and the benefits derived from it.
- Field interviews will be conducted after submission of the nomination files. The applicant (employee/team/organizational unit) must prepare a copy of the application form, documents, a laptop, and provide an in-depth knowledge of the file content.

INSTITUTIONAL EXCELLENCE AWARD CATEGORIES

The Institutional Excellence Award Category is sub-divided into three divisions:

- **First Category:** Distinguished Department/Administration
- **Second Category:** Distinguished College
- **Third Category:** Distinguished Research Center

INSTITUTIONAL EXCELLENCE AWARD CRITERIA

The nine criteria for the distinguished Department/Administration Award are divided into 5 enablers included in the table below (leadership, strategy, human resources, partnership and Resources, operations and services) and four outcomes affiliated with (customers/services, human resources/partnerships, society/environment and main performance outcomes). The assessment process of these criteria is conducted according to the RADAR methodology.

Criteria	Points
Leadership	100
Strategy	100
Human Resources	100
Partnerships and Resources	100
Operations and Services	100
Customers and Service Outcomes	175
Human Resources Outcomes	100
Partnerships, Society and Environment Outcomes	50
Main Performance Outcomes	175
Total	1000

Criterion 1 - Leadership

Distinguished Departments/Colleges/Research Centers employ leaders who plan for the future and contribute to achieve expected aspirations. They act as role models to be emulated and epitomize commitment to the values and principles of the university. Winning the trust of their academic communities, and being easily adaptable, these leaders are able to monitor expectations and interact in a timely manner to ensure continued institutional success.

1/1 With regard to the leadership role in implementing the vision, mission, goals and institutional values of the University in addition to providing a good example of a culture of excellence in practice: On the practical level, distinguished leaders are qualified to do the following:

- Contributing to the preparation/formulation of the vision/mission of the UAEU and the identification of related institutional values/objectives in addition to disseminating them in the employee community in order to unify/mobilize the efforts to achieve the overarching goals embedded in the vision/mission of the University.
- Transforming the vision and mission of the university into accurate objectives to be achieved by the UAEU departments, colleges and research centers.
- Participating in introducing the vision and mission of the university to all concerned parties, and promote the dissemination of the principles crucial to the implementation of quality and excellence in the public sector.
- Participating in the establishment of an institutional culture which ensures the achievement of the UAEU goals by providing a good example of integrity, social responsibility and behavior inside and outside the University.
- Validating personnel adhere to institutional values/work ethics and their compliance with the highest standards of professional conduct.
- Contributing to the advancement of a unified leadership culture and reviewing the level of performance university-wide in addition to an examination of the efficiency and development of the leadership skills at the level of Departments/Colleges/Research Centers.

- Engaging in professional groups specialized in jobs affiliated with various Departments/Colleges/Research Centers and participating in conferences and seminars integral to quality and excellence.
- Engaging in effective personal initiatives to promote and develop continuous learning and ensuring that the benefits of the outcomes stemming from the process.

1/2 Personal engagement of leaders in identifying, monitoring and reviewing the performance of UAEU Departments/Colleges/Research Centers and leading the efforts to develop, apply and update work systems: On the practical level, distinguished leaders are entitled to do the following:

- Ensuring the foundation and implementation of an effective system for measuring, reviewing and developing major institutional performance outcomes by utilizing a balanced pattern of indicators, and establishing short- and long-term priorities for key stakeholders, besides designating the relationship between causes and outcomes.
- Ensuring the foundation and implementation of effective systems for the UAEU Departments/Colleges/Research Centers and guaranteeing the development of these systems in order to improve overall performance.
- Establishing a decision-making dynamic based on reliable facts and information, and utilizing the information/knowledge derived from outcomes analysis to interpret the current and expected performance of actions/processes.
- Participating in applying an effective and comprehensive governance praxis on the different areas of work in the UAEU departments/colleges /research centers including (institutional/ human resources/financial /information administrations).
- Winning the confidence of all concerned parties by ensuring robust control and proper risk management of all operations.
- Identifying and acknowledging the capabilities and facilities available in the UAES Departments/Colleges/Research Centers and taking action to develop them.

1/3 Leaders strive to interact with all concerned parties internally and externally (stakeholders/ customers/ partners/ suppliers/ community). On the practical level, distinguished leaders are capable of doing the following:

- Identifying the concerned parties internally and externally and preparing the necessary mechanisms to diagnose, anticipate, and respond to their needs and expectations.
- Giving access to internal and external customers, partners, suppliers and community as a whole to undertake joint development projects/initiatives and support innovation.
- Examining the opinion assessment results of the concerned parties internally and externally in addition to reviewing their grievances /suggestions and identifying related indicators in order to improve their results.
- Upholding the principles of accountability and transparency towards society and the parties concerned with governance at the federal level with respect to performance, compliance with legislation/laws, and effective follow-up to the implementation of the audit reports from authorities (such as the UAE Audit Bureau).
- Determining strategic and operational partnerships in the light of strategic institutional needs, complementing their capacities and strengthening their strengths.
- Participating effectively in community-oriented initiatives.

1/4 Leaders develop and promote a culture of excellence and disseminate it in the employee community: On the practical level, distinguished leaders are qualified to do the following:

- Enhancing the dissemination and promotion of a culture of participation, initiative, empowerment and accountability at all levels, in addition to encouraging employees to contribute to the continuous development and improvement processes.
- Contributing to the enhancement of a culture that supports the generation and promotion of new ideas and ways

of thinking in order to encourage innovation and institutional development.

- Ensuring the contribution of employees in achieving constant success on the personal and institutional levels through an awareness of their abilities and potentials in an environment of genuine participation.
- Providing support to individuals in order to help them achieve their plans and objectives, in addition to assessing their efforts and achievements in appropriate manner and time.
- Ensuring periodic, fair and accurate assessment of the personnel performance.
- Invigorating and encouraging the principle of equal opportunities and diversity.
- Contributing (on the part of the leadership) to human resources development activities, including the participation of leaders as trainers, lecturers or sponsors in training programs and specialized conferences and symposia.
- Preparing a new generation of leaders capable of assuming responsibility and service, by selecting, developing and training these leaders according to strict criteria.

1/5 Leaders are expected to ensure the flexibility of the Departments/Colleges/Research Centers and confirm their ability to manage change in an efficient manner: On the practical level, distinguished leaders are expected to do the following:

- Envisioning the internal and external mechanisms which trigger the process of change at the University level, and identifying/selecting changes to be made at the level of Departments/Colleges/Research Centers according to the University strategy and related priorities.
- Demonstrating the ability to make the right decisions in a timely manner based on available information and previous experiences and taking into account the ramifications inherent in these decisions.
- Exercising flexibility by reviewing/adapting/adjusting the direction of Departments/Colleges/Research Centers where necessary while promoting confidence inside and outside their workplace at all times.
- Striving to secure the commitment of all concerned parties to ensure their contribution to the continued success of Departments/Colleges/Research Centers and make any necessary changes to emphasize such success.

- Displaying the ability to achieve continuity for the success of their workplace by ensuring their ability to learn and respond quickly throughout the use of new work dynamics.
- Allocating resources and support to achieve contributions and long-term success, rather than short-term gains and ensure the continuity of excellence and advancement with regard to the University position.
- Managing the process of change effectively in the Departments/Colleges/Research Centers and encouraging sharing of views as well as constructive arguments in addition to discussing the impact of change on all concerned parties.
- Explaining / justifying the process of change and its significance to all concerned parties.
- Supporting and empowering employees throughout effective management change.
- Assessing and revising the impacts of change and ensuring that all stakeholders/concerned parties share the knowledge gained from change.

Criterion 2 – Strategy

Distinguished Departments/Colleges/Research Centers strive to implement the vision and mission of the university. In this context, policies, plans, objectives and processes are developed and applied at the difficult levels to achieve the University's strategy.

1/2 Participating in the preparation, revision and updating of the strategy and policies which support the University. On the practical level, distinguished leaders are entitled to do the following:

- Identifying, comprehending and responding to the needs and expectations of all concerned parties and using these needs and expectations as a pre-text to the development of supportive strategy and policies, in addition to monitoring any related potential changes that may take place.

- Analyzing and utilizing the results of operational performance indicators as well as internal strategy and identifying competencies intrinsic in Departments/Colleges/Research Centers to evaluate current and potential capabilities.
- Reviewing/identifying the best applied practices and utilizing them properly in addition to comparing the performance of Departments/Colleges/Research Centers with the performance of external distinguished counterparts to spotlight the strengths and opportunities for improvement at the University level.
- Capitalizing on information, suggestions and views provided by University employees.
- Benefiting from the results of institutional self-assessments processes.
- Participating in the preparation and development of strategies and policies in support of the vision and mission of the university.
- Constructing and developing of a supportive strategy for the workplace compatible with the University strategy.
- Formulating a strategy which includes alternatives scenarios and plans to address changes and complications that may disrupt the achievement of the objectives.
- Identifying risks, crises and potential disasters (including environmental hazards), and monitoring their likelihood and impacts, besides formulating a risk management plan including activities, implementation responsibilities, timeframes and required resources.
- Developing a balanced strategy that combines the needs of Departments/Colleges/Research Centers with the requirements and expectations of all concerned parties.
- Participating in the formulation of a strategy that embodies the concepts of excellence and best practices and comprises the principles of (customer focus) and (government efficiency).
- Reviewing and updating supportive strategy and policies on a regular basis to ensure their adequacy and effectiveness, and identifying the departments responsible for the arranging, reviewing and updating process.
- Considering transparency in preparing, reviewing and updating the strategy and supporting policies.

2/2 Disseminating, implementing and monitoring of the strategy and supporting policies: On the practical level, distinguished leaders are expected to do the following:

- Identifying strategic and operational performance indicators at the level of their units and setting numerical targets based on comparisons with best practices and consistent with the vision and mission of the university.
- Working towards the implementation of strategy and affiliated supporting policies in an orderly manner in order to achieve the targeted results and creating balance between short and long term goals.
- Aligning the objectives of individuals and teams with the strategic objectives and operational plans of Departments/ Colleges/Research Centers and enabling them to ensure their effective participation in achieving, reviewing and developing these objectives on a regular basis.
- Explaining/ introducing the strategy and supporting policies to different levels of careers in the Departments/ Colleges/Research Centers in addition to all external stakeholders and assessing their knowledge and internalization of the strategy and affiliated policies.
- Implementing the strategy as a basis for planning the activities and establishing goals at all levels in Departments/ Colleges/Research Centers.
- Applying the administrative system followed by the university to monitor/evaluate/prepare follow-up progress reports utilizing the UAE government performance system.

Criterion 3 – Human Resources

Distinguished Departments/Colleges/Research Centers highly appreciate their employees /human resources and work towards creating a culture that will achieve their goals. Additionally, these administrations develop the capabilities of their employees, promote the spirit of justice /equality among them, address their needs and communicate with them. They also reward their employees, appreciate their efforts, encourage them, instill the spirit of commitment in them, and enable them to utilize their knowledge/skills in the advantage of their units and the University.

3/1 The support of HR plans for the strategy of Departments/Colleges/Research Centers and the University: On the practical level, distinguished leaders are entitled to do the following:

- Defining the performance levels of the HR required to achieve the strategic objectives of the Departments/Colleges/Research Centers.
- Ensuring the compatibility and alignment of HR plans with the requirements for effective implementation of the strategy of Departments/Colleges/Research Centers and the organizational structure, new technologies as well as the key processes.
- Implementing labor-related HR policies and regulations, ensuring justice, equal opportunities and transparency.
- Utilizing the information gathered from staff questionnaires and satisfaction surveys including (suggestions, complaints, grievances) in the development of HR practices and plans.

3/2 Updating and promoting the skills and capabilities of human resources/employees: On the practical level, distinguished leaders are entitled to do the following:

- Identifying the skills and capacities required to achieve the objectives of their units.
- Recognizing and classifying knowledge, skills and capabilities of employees and placing them in the appropriate workplace/jobs.
- Engaging Departments/Colleges/Research Centers to participate in monitoring the training needs for their human resources/employees.
- Assessing the effectiveness and impact of training on the performance and behavior of human resources/employees.
- Evaluating the performance of human resources/employees in a robust way to ensure the efficiency of the evaluation process, and providing regular HR information on performance levels to improve them, in addition to linking career progression to evaluation results.

- Developing and activating opportunities and initiatives for continuous learning (formal and informal) for individuals and teams.

3/3 Empowering, enabling and sharing human resources/employees: On the practical level, distinguished leaders are authorized to do the following:

- Enabling human resources/employees and ensuring their acquisition of necessary tools, information and competencies to maximize their contributions to the achievement of the objectives.
- Providing adequate opportunities and appropriate work environments crucial to empower the employees and appreciate their skills, creative talents and dedication to work.
- Encouraging and supporting human resources (at the individual and teamwork levels) to participate in continuous improvement of performance and services and act as ambassadors and continuous success-makers.
- Establishing an entrepreneurial culture to promote innovation in all areas of work in Departments/Colleges/Research Centers.
- Constructing a customer-centric culture, supported by service-centric and customer-centric values.
- Engaging HR in activities aiming to review and develop the efficiency and effectiveness of operations.
- Delegating adequate authorities to HR to enable them to accomplish the tasks assigned to them.
- Encouraging teamwork spirit and collaborative efforts.

3/4 Energizing effective communication of HR at the level of Departments/Colleges/Research Centers: On the practical level, distinguished leaders are authorized to do the following:

- Identifying the needs and requirements of effective communication between HR and Departments/Colleges/Research Centers.

- Disseminating and illustrating the strategic approach of Departments/Colleges/Research Centers and the University towards the Human Resources to ensure their understanding of the vision, mission, values and objectives of the University.
- Assuring the understanding of HR of their role and their contributions to the continuous success of Departments/Colleges/Research Centers and university.
- Participating in the implementation of university strategies and policies to encourage HR to share knowledge and information in addition to providing access to learning and recognition of the best practices, as well as opening a gateway for mutual dialogues and effective communication within Departments/Colleges/Research Centers.

3/5 Rewarding, appreciating and highlighting the efforts and achievements of HR: On the practical level, distinguished leaders are authorized to do the following:

- Encouraging and rewarding outstanding achievements at all levels in Departments/Colleges/Research Centers (staff and task forces) and interweaving them with the University's strategy to enhance the participation and empowerment of human resources.
- Originating adequate methods to ensure a balance between the practical and personal life of human resources/employees.
- Taking into account cultural and social diversity and difference between human resources/employees.
- Providing a healthy and secure working environment for human resources/employees and applying global standards (for example, applying the ISO 18001 standards).
- Encouraging human resources to participate in activities that contribute to community service.
- Organizing social, cultural, humanitarian and sports activities.
- Effective application of functional grievance systems.

Criterion 4 - Partnerships and Resources

Distinguished Departments/Colleges/Research Centers establish their plans taking into consideration their internal and external partnerships, internal resources and their relationship with suppliers in order to support the strategy and policies of the University and ensure successful implementation of the processes and thereby ensure effective impact on the environment and society.

4/1 Handling partners and suppliers to achieve sustainable benefits: On the practical level, distinguished leaders are authorized to do the following:

- Identifying and classifying key partners and suppliers and dividing them into categories in accordance with the strategy of the departments / colleges /centers in the University and setting out appropriate policies and procedures to streamline the relationship with them in an effective way.
- Outlining the framework and the limits of partnership relations to achieve mutual benefits and lead to the building of sustainable relationships based on trust, openness and mutual respect.
- Defining partnerships and determining their main objectives in addition to an understanding of the framework of cooperation with partners in the long run and in a sustainable manner as well as taking advantage of partnerships to energize potential capacities and providing momentum to stakeholders besides enhancing the ability to assess and evaluate the impact of partnerships.
- Working jointly to improve the performance of operations, simplify procedures, develop customer services, support institutional development efforts in favor of Departments/Colleges/Research Centers and their partners, and achieve mutual benefit for all concerned parties.

4/2 Managing financial resources to achieve sustainable success: On the practical level, distinguished leaders are authorized to do the following:

- Implementing the University's strategy, policies and financial processes.
- Contributing to the processes of financial planning to emphasize the efficient utilization of resources.
- Examining the financial implications of projects, analyzing options, selecting appropriate alternatives and monitoring the long-term economic, social and environmental impacts.
- Ensuring consistency and alignment between the implementation of long-term strategic objectives and short-term financial planning cycles.
- Implementing revenue development programs and rationalize expenditures.
- Analyzing the results and achievements vis-à-vis approved financial resources.
- Applying and adhering to the recommendations of the concerned parties authorized to undertake follow-up and financial control processes (Internal Audit Office/Audit Bureau).

4/3 Managing Sustainable property (Buildings, equipment, resources) in a sustainable manner: On the practical level, distinguished leaders are authorized to do the following:

- Implementing the University's strategy and policies with regard to property, facilities and equipment.
- Making optimal use of the assets, facilities and equipment and managing the life-cycle of these assets in addition to safeguarding their security in an effective way.
- Implementing systems of measurement and managing the impact of the processes on health, safety and environment (HSE) such as (the application of ISO 14001) to ensure measuring and mitigating the negative impacts of the works and products of Departments/Colleges/Research Centers on society and environment in addition to rationalizing and improving the efficiency of power and water consumption.

4/4 Managing technical resources to support the implementation of University strategy: On the practical level, distinguished leaders are authorized to 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.
- Implementing strategy and policies conflated with technical resources to support the overall strategy of the University in compliance with the federal e-government strategy.
- Utilizing modern techniques including automation of processes and services to support and improve the efficiency of operations in Departments/Colleges/Research Centers.
- Optimizing the available technical resources, including the policy of replacing obsolete technologies.
- Participating in the identification, selection and assessment of alternative and updated technical resources in the light of their impact on the University's performance and capabilities in addition to their environmental ramifications.
- Incorporating modern technology to support creativity and innovation endeavors.

4/5 Managing information and knowledge to promote effective decision-making and capacity-building within the University: On the practical level, distinguished leaders are authorized to do the following:

- Implementing the University's strategy for information and knowledge management.
- Ensuring that accurate and sufficient information is available at the disposal of the leadership to provide effective and timely support for decision-making, enabling the leadership to successfully predict the performance of Departments/Colleges/Research Centers.
- Converting data into information or knowledge that can be circulated and utilized in an impactful manner.
- Enabling stakeholders/concerned parties to have access to information/knowledge inside and outside the

Departments/Colleges/Research Centers and applying the standards of information security and integrity approved by the University.

- Guaranteeing the innovation, comprehensiveness and integration of information and knowledge.
- Assuring the impact of the optimal use of knowledge and information on the current performance of their units in terms of its capacity to take advantage of available opportunities and support innovation.

Criterion 5 – Operations and Services

**5/1 Distinguished Departments/Colleges/Research Centers design, manage and develop operations, products and services to provide added value to customers and stakeholders/concerned parties:
On the practical level, distinguished leaders are authorized to do the following:**

- Identifying and classifying required operations/processes crucial to implement the strategy of the UAEU Departments/Colleges/Research Centers and achieving University objectives in addition to arranging operations/processes according to priority as part of the administrative system of the university, and using appropriate management mechanisms to develop them effectively including operations which transcend the boundaries of their units.
- Applying quality and operation management mechanisms in accordance with international standards of operation management (for example: application of ISO 9001).
- Identifying parties responsible for each process and describing their roles and responsibilities in developing and managing the structure of pivotal operations.
- Designing operational performance indicators (operational and strategic) and linking them directly with the UAEU strategic plan.
- Handling issues related to overlap and duplication in the performance of tasks and delivery of services in the Departments/Colleges/Research Centers and with regard to partners to ensure effective achievement of operations from the beginning to the end.

5/2 Designing and developing services based on customer needs and expectations: On the practical level, distinguished leaders are authorized to do the following:

- Employing creativity and initiative to develop and provide services and higher value to customers.
- Utilizing the results of studies and questionnaires done by concerned parties and benefiting from institutional learning activities to monitor the current and future needs/expectations of customers and identifying their views on the services currently provided to them in order to improve these services.
- Engaging human resources/employees, customers, partners, suppliers and stakeholders in the design, creation and development of innovative services for existing and new customers.
- Grasping and anticipating the impacts of new technology, services and processes.
- Using creativity to design, develop and deliver new services in response to the needs and expectations of customers and in collaboration with the concerned parties.
- Establishing and implementing agreements to ensure the scope and level of service to be provided with partners / dealers from other departments/institutions and government agencies.
- Using a specific policy based on the principle of holding comparisons between expected costs and benefits of outsourced or contracted services, operations and activities provided by external parties on behalf of Departments /Colleges/Research Centers.
- Applying the criteria integral to the UAE program for government services excellence in design and development of services.

5/3 Marketing services effectively: On the practical level, distinguished leaders are authorized to do the following:

- Defining provided the services and related criteria for all categories of customers.
- Identifying the business model used for service delivery in terms of operations, capabilities, partners and provided value.
- Implementing the business model by defining services, provided value, categories of beneficiaries and service delivery channels.
- Participating in the implementation of the UAEU mass communication strategy and marketing the services effectively to all categories of customers and beneficiaries.
- Participating in the awareness, promotion and marketing for services campaigns to current and prospective customers.
- Ensuring the availability of sufficient resources and capacities to enable the Departments/Colleges/Research Centers fulfill their promises regarding their delivery of services.

5/4 Service delivery and management: On the practical level, distinguished leaders are authorized to do the following:

- Providing /delivering services to fulfill the requirements and expectations of customers.
- Identifying in advance the maximum capacity of service-delivery channels to ensure the availability of services and the market demand efficiently and effectively.
- Ensuring that human resources/employees have the required skills, capabilities, tools, information and powers which enable them improve customer experience.
- Ensuring the consistency of customer experience in various stages of service and throughout different delivery channels.

- Handling services during all stages of delivery bearing in mind any impacts on safety, public health and environment.
- Shriving the performance of services through quantitative and qualitative measures and comparing the results with stakeholders to identify opportunities for improvement and points of strengths in order to improve the value provided to customers.
- Utilizing the creativity of human resources/employees, customers, partners and stakeholders in the development of services and simplifying related procedures and enhancing the efficiency and effectiveness of operations.

5/5 Managing and strengthening customer relations: On the practical level, distinguished leaders are authorized to do the following:

- Identifying and classifying categories of customers and responding to their various needs and expectations.
- Defining the requirements of regular communication with different categories of customers in the short and long terms and meeting them.
- Creating channels of dialogue with customers based on openness, transparency and confidence in all transactions with the concerned parties.
- Monitoring and reviewing of service delivery, customer experience/feedback and to explore the level of customer satisfaction with provided service as well as the method and place of delivery and responding to the customer requirements in a timely manner.
- Taking into consideration the cultural and social diversity of customers.

Criterion 6 – Customers and Services Outcomes

This criterion concentrates on the outcomes of the relationships between Departments/Colleges/Research Centers and their customers in addition to the levels of customer satisfaction regarding the main services provided to direct and indirect customers.

Definition

Distinguished Departments/Colleges/Research Centers are expected to do the following:

- Identifying and designing a set of relevant strategic and operational performance indicators for the purpose of assessing the success of the strategic objectives, policies, processes and activities that support the needs and aspirations of customers.
- Particularizing numerical targets in the light of the needs and aspirations of customers, and in compliance with the University strategy.
- Achieving stable results in the area of customer satisfaction and provided services for a four-year period at minimum.
- Grasping the causes and effects embedded in the statistics and the achieved results and observing the impact of these results on other relevant operational and strategic performance indicators.
- Comparing the level of performance achieved by the university with the results of similar institutions, and using the outcomes of the comparison to identify/review potential digital targets.
- Classifying the outcomes to probe the experience, needs and aspirations of each category of customers in a detailed and specific manner.

6/1 Criteria: Customer impressions/feedback

These criteria reflect the opinions of the customers/beneficiaries affected by the activities and services of the Departments/Colleges/Research Centers directly or indirectly (through opinion polls, discussion groups, complaints, thank you letters and the like). Given the nature of the work and services provided by the concerned parties, these criteria may include the following paradigms:

Easy access to the service:

- Accessibility
- Multiplicity of channels
- Suitability of working hours
- Ease of access to information
- Transparency of access requirements
- Required time to access the service
- A key point which requires a necessary action
- Waiting time
- Duration of Service delivery
- Response time

Speed of Service:

- Waiting time
- Duration of Service delivery
- Response time

Ease of Service Acquisition:

- Service procedures
- Service manuals, documents and forms
- Customer complaints control
- Transparency of service delivery procedures

Staff Conduct towards Customers:

- Behavior and efficiency
- Knowledge of service access requirements
- Advice and support
- Fairness and equality in dealing with customers
- Respect and appreciation for the customer
- Added value
- Proactivity/initiative-taking

Service Information:

- Clarity of service information
- Inclusiveness of information
- Accuracy of information
- State-of-the art information
- Matching of information across various channels

Service Delivery Centers:

- Suitability of service delivery sites
- Waiting system
- Cleaning, ventilating and lighting the sites
- Health facilities
- Availability of parking
- Consistency of the center's outward appearance with the overall interfaces of the concerned institution

Service Outputs:

- Matching outputs with the technical specifications of the service
- Compatibility of provided service with the requirements of the customers
- Reliability (functional tasks of the outputs)
- General impression of the customer experience with the Departments/Colleges/Research Centers and other concerned parties.

Notes:

- The above points are examples of the topics that can be used by Departments/Colleges/Research Centers as criteria to measure customer opinions and assess customer experience about procedural services. These points do not necessarily constitute the minimum or highest level of focal points and areas of measurement, but are includes only as examples.
- Assessment tools other than opinion polls (discussion groups, public meetings, etc.) can be used to measure the views of beneficiaries affected by disciplinary services, public services and services provided by the university to government agencies, and it is important to use measurement topics to commensurate with the nature of the services under consideration. The opinions of the indirect beneficiaries affected by the services, policies and activities of the Departments/Colleges/Research Centers may be measured as well.

6/2 Performance indicators to measure customer service

These are internal performance standards for monitoring, understanding, defining and predicting performance in relation to customers and in connection to the nature of work in the Departments/Colleges/Research Centers. Accordingly, these standards may include the following:

- Outcomes of key operations
- Size of key products and services offered
- Efficiency of service delivery (keeping percentage reduction in service costs/percentage of output increase and maintaining the same input)
- Required time for service delivery (waiting time, required time for the completion of service, number of steps required to complete the service)
- Service accessibility indicators for (number of days to get an appointment, number of channels available for service delivery)
- Commitment to service specifications according to service level agreements
- Percentage of services that have been improved
- Percentage of errors
- Productivity (volume of transactions completed per time unit as compared to pre-set goals)
- Measurement of creativity and participation rates (number of new services, received suggestions, percentage of applied proposals, etc.)

Criterion 7 - Human Resources Outcomes

This criterion focuses on the outcomes of the Departments/Colleges/Research Centers with regard to human resources/employees and related levels of satisfaction.

Definition

Distinguished Departments/Colleges/Research Centers are authorized to do the following:

- Itemizing and designing a set of relevant operational and strategic performance indicators to assess the success of strategic objectives, policies, processes and supportive activities in the light of the needs and aspirations of human resources/employees.
- Determining numerical targets for key outcomes in the light of the needs and aspirations of human resources, and in line with the espoused strategy.
- Scoring stable and fixed results in the human resources sector for at least four years.
- Fathoming the underlying causes and effects inherent in the statistics and the achieved results and comprehending the impact of these findings on other relevant operational and strategic performance indicators.
- Benefiting from the results to predict future performance.
- Comparing the level of performance achieved by the university with the results of similar institutions, and using the results of this comparison to identify/review the digital/numerical targets.
- Rating the results to understand the experience, needs and aspirations of each category of human resources/employees in a specific and detailed manner.

7/1 Human resources opinion measurements, which may include the following areas:

- Impressions about Departments/Colleges/Research Centers
- The vision of the Departments/Colleges/Research Centers and the leadership
- Professional development
- Performance and stability of management
- Additional benefits and bonuses
- Working conditions, facilities and equipment
- Work environment and conditions
- Showing interest in work and its challenges
- Assessment of performance and appraisal

7/2 Human resources/employees performance indicators

These are internal performance standards used to monitor, explore, systemize and predict the performance of Departments/Colleges/Research Centers in connection with human resources. As per the nature of each concerned party, these standards include the following outcomes:

Achievements: - Required competencies compared to available ones - Productivity - Success levels of training programs and development in achieving the desired goals - Assessing the impact of training	Motivation and participation: - Participating in improvement teams - Participating in the proposals systems - Participating in training and development programs - Benefits (measurable) of task forces - Appreciation of employees and task forces efforts - Response rate for opinion questionnaires
Levels of satisfaction: - Average number of days of absence per employee - Rate of sick leave per employee - Number of work-related injuries - Number of complaints and grievances by employees - Job/functional rotation rate	Services provided for Human Resources/ Employees: - Time required for service delivery (time required for completion of the transaction) - Efficiency of service delivery (keeping sufficient percentage reduction in service cost, rate of output increase and maintaining the same input) - Percentage of errors - Effectiveness of communication - Speed of response to queries/requests
Emiratization: - Emiratization per approved categories - Rates of increase in the number of employed citizens - Service Continuity rates for citizens/employees	

Criterion 8 – Partnership, Society and Environment Outcomes

This criterion concentrates on the relations of Departments/Colleges/Research Centers with partners and their obligations towards the environment and society, (at the local, regional and global levels):

Definition

Distinguished Departments/Colleges/Research Centers are authorized to do the following:

- Localizing and streamlining a set of relevant operational and strategic performance indicators with a view to assessing the success of strategic objectives in the environmental and societal sphere and the relationship with partners, policies, processes and supporting activities in the light of the needs and aspirations of partners and stakeholders
- Determining numerical targets in the light of the needs and aspirations of partners/stakeholders in line with the endorsed strategy
- Achieving good or stable results in partnership, environment and community service for at least four years
- Probing the causes and effects intrinsic in the results and the impact of these results on other relevant operational and strategic performance indicators
- Taking advantage of the results to anticipate future performance
- Comparing the level of performance of Departments/Colleges/Research Centers with the results of similar institution and utilizing the results of this comparison to determine and identify numerical/digital targets
- Systematizing the results to understand the experience, needs and aspirations of all categories of partners and stakeholders in a specific and detailed manner

8/1 Performance indicators for partners, environment and society

These are internal performance standards used to monitor, explore and envision the performance of Departments/ Colleges/Research Centers with regard to environment, partners and society based on the nature of the work per each concerned party. In this context, these standards may include the following outcomes:

In the Environmental Field:

- Percentage reduction in the consumption of electricity and water
- Scale of materials that have been recycled
- Percentage reduction in the consumption of materials (papers, fuel, chemicals, etc.)
- Percentage reduction in greenhouse gas emissions and environmental pollutants

Responsibilities toward Community:

- Number of community initiatives
- Impacts of community-based initiatives

Partnerships:

- Assessing the performance of partners
- Assessing the performance of suppliers
- Added value of partnerships
- Number of improvement initiatives accomplished in collaboration with partners and the benefits of these initiatives

Note: It should be taken into consideration that government agencies are already available to serve community. Therefore, the activities and services provided by the Departments/Colleges/Research Centers to the community as part of their basic duties should not be confused with the community activities that are carried out outside the domains of their responsibilities as voluntary or charity efforts. Moreover, such voluntary community activities should

not interfere with the main activities legally allocated to other governmental institutions and must be coordinated with them in a manner that integrates with them and does not constitute a conflict or repetition of what they are doing. It should also be noted that voluntary community activities by Departments/Colleges/Research Centers should not be budgeted, but ought to be undertaken by voluntary staff efforts using local facilities and resources. These voluntary community activities should be tackled in a manner that does not contradict with the main work duties of the participants.

Criterion 9 - Main Performance Outcomes

This criterion focuses on the outcomes and achievements of the Departments/Colleges/Research Centers vis-à-vis the endorsed plans and in line with the strategy and supporting policies. This main criterion includes two sub-divisions. Based on the nature of the work and objectives of each Departments/Colleges/Research Centers respectively, the points included in the sub-criterion 9/1 regarding key performance outputs may fall within the parameters of sub-criterion 9/2 in relation to the key performance indicators and vice versa:

Definition:

Distinguished Departments/Colleges/Research Centers are authorized to do the following:

- Identifying and designing a set of relevant key financial and non-financial performance indicators to assess the extent of success in terms of strategy performance in the light of the needs and aspirations of major categories of stakeholders/concerned parties.
- Conflating numerical/digital targets with key outcomes in light of the needs and aspirations of the major categories of stakeholders and in line with the espoused strategy
- Accomplishing good or stable results in key performance results for at least four years.

- Grasping the causes and effects of the statistics and achieved results and the impact of these results on other relevant operational and strategic performance indicators.
- Taking advantage of the current results to predict future performance and outcomes.
- Comparing the level of performance achieved by the university with the results of similar institutions, and utilizing the results of this comparison to identify / review related digital/numerical targets.
- Categorizing the outcomes in order to explore the levels of performance of key and strategic indicators in a specific and detailed manner.

9/1 Strategic performance outputs:

The focus of this standard is on the main strategic measurement topics that are determined according to the collective tasks in the law of incorporation, the national indicators and the international competitiveness indicators related to the work of the university:

Financial outcomes include: The accuracy of the following: financial planning for self-revenue/financial planning of expenditure/ budget preparation.

Non-financial outcomes include: Contribution ratio of the Departments/Colleges/Research Centers in achieving the strategic performance indicators of the university.

9/2 Key performance indicators:

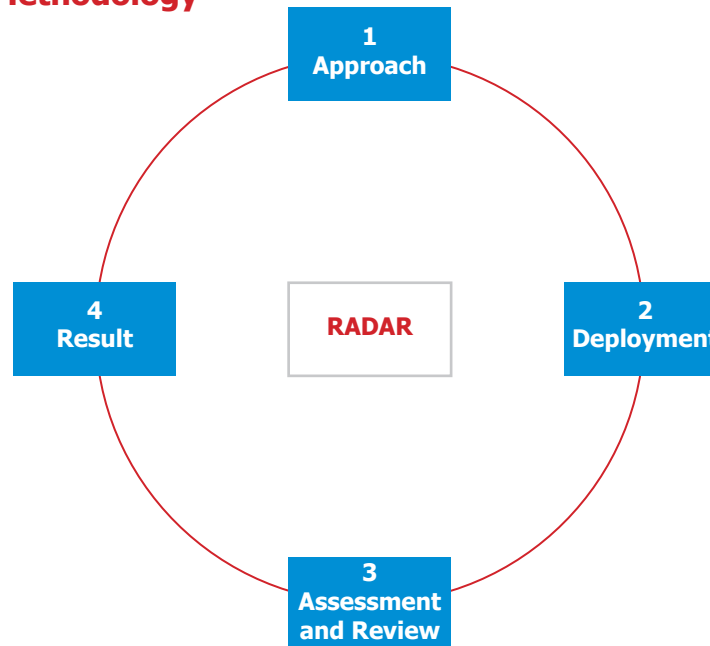
These measurements are crucial to the operational plans of the Departments/Colleges/Research Centers in order to monitor, comprehend and identify, anticipate, and improve the outcomes of institutional performance. Depending on the nature of the work, objectives and activities of each one of the concerned parties respectively, these measurements include the following:

Projects and initiatives: ratio of achievement of operational performance indicators for projects and initiatives.

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

Governance and transparency: Percentage of commitment of Departments/Colleges/Research Centers to the regulations/laws and the application of observations provided in internal or external audit reports (Audit Bureau).

Assessment Approach/Methodology



RADAR logic: The evaluation mechanism used to evaluate candidates for the Award categories will be based on RADAR logic which is dynamic evaluation framework and a powerful tool for providing an organized methodology for assessing the performance of any institution.

This assessment tool consists of four parts as follows:

- Approach/Methodology
- Deployment/Application
- Assessment and Review
- Results: Methodology for evaluating results criteria

According to the RADAR logic mechanism, an institution is authorized to do the following:

- Identifying the outcomes to be achieved as part of its strategy preparation process
- Planning and developing an integrated set of methodologies to achieve the desired results
- Deploying methodologies in a systematic manner to ensure full implementation
- Reviewing and evaluating the effectiveness of approved methodologies and the potency of their applications in the light of the measurement and analysis of fulfilled results and benefiting from them to achieve continuous development and improvement

ENABLERS CRITERIA ASSESSMENT METHODOLOGY (RADAR)

• Approach

This is a systematic method that specifies a specific action to ensure coherence and consistency in getting tasks done. The task should be measurable and one that can be followed-up. It can be in the form of an administrative decision, policy, electronic system, work manual, etc.

The approach is evaluated by ensuring:

Soundness / Logicality which means:

- There is logic in the approach and the reason for selecting it is clear and specific
- The approach has clear and defined parameters
- The approach focuses on the needs of all concerned parties
- Amendments are included

Integration/interdependence which means

- The approach supports both the policy and strategy of the university
- The approach is linked appropriately with other approaches

• Deployment/ Implementation

Inclusiveness which means:

The approach is applied comprehensively in every appropriate organizational unit within the University and includes every relevant category.

Systematicity which means:

The approach is to be applied systematically (in an organized way) with planned implementation mechanisms, implemented correctly, logically and with the possibility of managing change if required.

• **Assessment & Review**

The process of assessment and review includes the following:

Measurement:

- Measuring the efficiency and effectiveness of the approach and its application
- Selected indicators are commensurate with the nature of the approach

Learning and Creativity

- Learning is used to identify best practices both internally and externally and identify potential opportunities for improvement
- Creativity is used to develop existing approaches or develop new approaches

Improvement and Innovation:

- Using the measurement and learning outputs to identify areas for improvement and prioritize implementation
- Assessing and prioritizing the innovative processes involved

• **Results**

Targets:

- Are logical and appropriate targets identified for all key indicators?
- Are the targets appropriate?
- Have the targets been achieved or exceeded?

Trends:

Comparing data to determine the extent of improvement or decline in results.

- How the module is evaluated?
- Is the module positive?
- Is the module negative?
- Are there stable results?

Benchmarking:

- Is there a reference point for comparing key performance indicators (KPIs)?
- Are the reference points for comparison appropriate?
- Is the relative position of the concerned party according to the reference comparison positive?

Causality:

- Is the causal relationship between the achieved results and the methodologies and activities that cause them clear and understandable?
- Based on the evidence, can the positive performance be maintained in the future?
- Are opportunities for improvement and actions to be taken in the methodologies determined according to the achieved results?

Scope and Relevance:

Are the indicators/outcomes

- Covering all activities, processes, programs and services in the University?
- Fulfilling the needs and expectations of all concerned parties (customers, partners, staff, Cabinet of Ministers, community)?
- Compatible with the policies and strategies of the University?
- Identifying key performance indicators (KPIs) and the university's priorities?
- Linking indicators from the strategic level to the level of operations and programs and consequently to the level of individuals in a holistic manner?

Integrity of Outcomes:

- Will the outcomes be provided to the stakeholders in a timely manner?
- Are the outcomes accurate and reliable?

Categorization of Outcomes:

Are the outcomes sorted properly? According to:

- Categories
- Services
- Operations
- Sectors, areas and organizational units

A PRESUMED MODEL FOR RESPONDING TO THE CRITERIA OF ENABLERS AND OUTCOMES IN THE NOMINATION FILE

Criteria 3: Human Resources

3/1 Planning and Management of Human Resources/Employees:

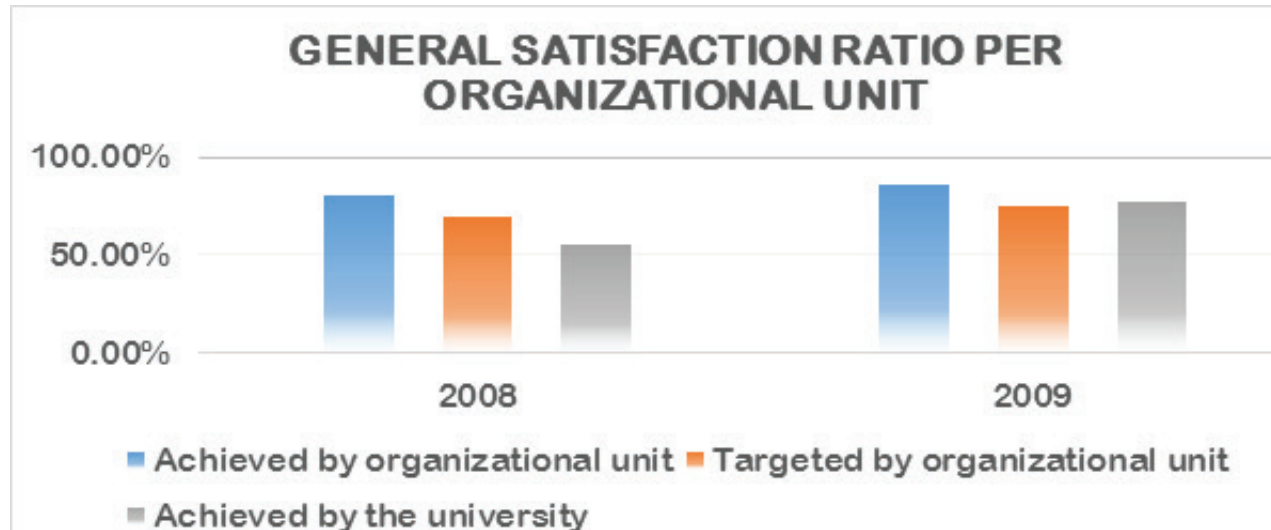
(3/1/1) In order to identify the future needs of the employees in the Departments/Colleges/Research Centers, the methodology of the University in determining its needs on an annual basis was endorsed in the light of the objectives of its budget and strategic plan initiatives. This information is examined vis-à-vis data related to jobs occupied by staff in-service and expected promotions as well as specific career paths / trajectories in order to identify vacant posts and send them to the Human Resources in January of each year for approval (attached).

(2/1/3) In order to implement the university methodology and procedures in selecting and employing the most efficient staff, Departments/Colleges/Research Centers determine the tasks, responsibilities and conditions required for the applicants and submit them to the human resources department to be announced. After the reception of job applications, Departments/Colleges/Research Centers start to interview/nominate their candidates. Selected applicants are accordingly interviewed by concerned committees, who, in their turn, submit the lists of recommended nominees to the Human Resources Committee for approval.

Criterion 6: Customer and Service Outcomes

6/1 Customer Opinion Measurements:

In order to implement the university's methodologies and mechanisms for measuring customer satisfaction, and according to the strategic plan, the Departments/Colleges/Research Centers distributed satisfaction questionnaires to their customers. The diagram below shows the results achieved in the Departments/Colleges/Research Centers in 2008 and 2009. The results of each individual organizational unit are compared with the overall results of the university. The final conclusion reveals a higher percentage on the scale of the university compared to the average of the customer satisfaction results achieved by single organizational units.



STRUCTURE OF THE NOMINATION FILE

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 over the maximum number (38 pp.) will not be considered.
- 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 inserted into answer pages and the attachment criteria pages can be separated from the answer pages (provided compliance with 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):
 - Cover letter
 - Table of contents
 - Introduction of a maximum of two to three pages as a general summary
 - Glossary
 - Page breaks

NOMINATION FILE SECTIONS

Cover Letter (one page): Please, attach a letter with the application, which is addressed to the university and signed by the highest administrative authority in the Department/college/research center. The letter should indicate that all information contained in the submitted documents is correct and that all requirements have been met.

Cover Page: University name and logo, award category name, team / department/ college/ center/ employee name.

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

Introduction of the Department (2-3 pages): This summary provides a brief overview of the message and vision of the Department/college/center, the nature of the work, the customers and the relationship with partners and the university.

Please add the organizational structure of the nomination file which includes at least the following five points:

1. Overview:

facts about the department/ college/ research center.

2. Scope of work:

the main specialties, services, activities, beneficiaries and the geographic areas that fall within the scope of the concerned party.

3. Work environment and internal/ external relations:

key partners, relationships with affiliated branches and offices (if relevant), partners and clients, etc.

4. Organizational structure (on a separate page):

It shows the main divisions and departments/branches/ offices.

5. Main components of the strategic plan:

It includes all components of the strategic plan in one page at most (vision, mission, values and strategic objectives).

6. Glossary (one page):

It explains all terminology and abbreviations contained in the application.

Pages should be distributed according to 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 outcomes	17.5%	6
(7) Human resources outcomes	10%	4
(8) Partnerships, society and environmental outcomes	5%	2
(9) Key performance outcomes	17.5%	6
Total	100%	38

INSTRUCTIONS FOR FILLING OUT THE NOMINATION FILE:

Language: The default language used in writing the application is Arabic, but some terms may be included in the English language with an Arabic translation. However, if the employee / all members of the team / all members of the institutional excellence category do not speak Arabic, it is possible to use the English language forms for the application files.

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

- Headlines: font size (14).
- Subtitles: font size (13).
- 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:

In applications for participation in the category of institutional excellence, the attachments may be included with the answers text, and the attachments can be separated into distinct pages, provided that the total number of pages does not exceed the number specified for each category. The documents should be official, certified, clear, readable,

legible and chronologically linked. These documents may be (letters, decrees, certificates, mages, mechanisms, action guide, diagram, study / research, report).

Page Size: A4 paper.

Space between lines: 1.15.

Margins:

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

Page Numbering/pagination: 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 in the text of the file should be numbered to match the numbering of the main and sub-criteria and the activities to be answered, for example 3-2-1 (first activity, the second sub criterion, the third main criterion).

