



Chancellor's Award for Institutional Excellence (Cycle 1, 2014/2015)

Award Guide

Introduction



Contents

Introduction:	3
Award Categories:	5
Participation Phases:	5
Instructions and General Conditions:	8
Evaluation Tool:	13
Evaluation Process:	18

Introduction

The leaders of the United Arab Emirates seek to promote a culture of excellence throughout the country. In line with this vision the United Arab Emirates University works tirelessly to adopt the best practices in higher education and to further this culture of excellence. As a result the United Arab Emirates University has launched the “Chancellor’s Award for Institutional Excellence” to encourage and recognize the efforts of members of the university community and as part of its institutional development scheme. This award is in its first cycle and contains three major categories. They are the Distinguished Department Category, Distinguished Team Category and the Career Excellence Category.

The award is primarily aimed at improving institutional mechanisms, creating a spirit of competition between sectors and departments, developing and building the capacities of employees and establishing the best management practices and provision of services. The award also aims to raise awareness of a culture of excellence, quality assurance and transparency and to make this a major component of the university work environment. This award can also be considered towards the Sheikh Mohammed Bin Rashid Government Excellence Award.

This guide includes all the details of the award in terms of the instructions and criteria which are in accordance with Sheikh Khalifa Government Excellence Program criteria relating to the different categories of the award. Therefore, the guide is divided into four main parts:

- Introduction
- Award Manual - Distinguished Department Category
- Award Manual - Distinguished Team Category
- Award Manual - Career Excellence Category

Award Categories

The award includes the following main categories, which are in accordance with Sheikh Khalifa Government Excellence Program categories:

First Category: Distinguished Department

This category includes all units' consisting of a number of sections.

Second Category: Distinguished Team

This category covers the assessment of the application of integrated approaches to support and motivate teamwork within the entity as a whole.

Third Category: Career Excellence

This category covers various career excellence fields and includes all jobs in the university:

1. Distinguished Government Employee in the Supervisory Field.
 - Distinguished Government Employee in the Supervisory - Administrative
 - Distinguished Government Employee in the Supervisory - Academic
2. Distinguished Government Employee in the Technical / Engineering Field.
3. Distinguished Government Employee in Specialized Jobs.
 - Distinguished Government Employee in Specialized Jobs - Administrative
 - Distinguished Government Employee in Specialized Jobs - Academic
4. Distinguished Government Employee in the Administrative Field.
5. Distinguished Government Employee in the Field.
6. The New Government Employees.
7. Distinguished Government Employee in the Field of Customer Service.

Will allocated the following rewards for each winner in the different categories of the award:

Award Categories		Rewards
1	Distinguished Department	Certificate from Chancellor Trophy 50,000 AED
2	Distinguished Team	Certificate from Chancellor Trophy 25,000 AED
3	Career Excellence	Certificate from Chancellor Trophy 10,000 AED for each category

Participation Phases

Phase One:

1. The main Awards Committee will be formed before launching the awards.
2. After the launch of the awards, introductory workshops will be held and the Awards Guide will be distributed to all university staff for their information. This will explain how to apply for the award, the terms and conditions, and how to prepare the application documents.
3. After the launch, the dates for the acceptance of applications will be announced through an official circular to all university departments at least 3 months before the announcement of the results.
4. After announcing the submission period for the award, applications will be received by the Awards Committee in accordance with the schedule.

Phase Two:

1. Applications are sorted by the Awards Committee and a candidate list conforming to the terms and conditions contained in the guide will be produced.
2. The committee is committed to maintaining the confidentiality of the information contained in the application documents.
3. Candidates whose applications are rejected will be notified within 2 weeks of the closing date for submissions.
4. Receipt of objections/complaints: every team/employee/department participating in the competition has the right to object/complain by submitting a written objection after the list of candidates has been published within 2 weeks at the latest, indicating the reasons for their objection. Note that an objection is permitted in cases where invalid procedures have been used to select candidates, or where the instructions included in the guide have been violated, i.e. see the section on the conditions for accepting objections.
5. The final list of candidates will be submitted to the members of the Awards Committee for approval.
6. Candidates are evaluated depending on their application/nomination files.
7. Personal interviews will be conducted with individuals, teams and departments by the committee to ascertain their level of conformity with the standards of excellence outlined in the Awards Guide.
8. Candidates will be ranked in descending order according to their evaluation and the winner will be accordingly announced.

Phase Three:

1. The final evaluation and submission to top-level management for approval will be undertaken by the committee.

2. The committee will submit the names of the recipients of the Awards each cycle for endorsement by His Excellency, the Chancellor.
3. The formal declaration of the winner and the awards ceremony will be held on a date selected by the committee under the patronage of the Chancellor.
4. The winner's success stories and their files will be published via a number of media including the university website and internal intranet in order to spread awareness of the culture of excellence.

Instructions and General Conditions

Part One: The Award Guide and the Awards Committee

The implementation and review of the Awards shall take into consideration the following terms and conditions:

1. The implementation of the award will be governed by the guide as approved by the Vice Chancellor or his delegates. The guide goes under the name of the "**Awards Guide**".
2. **The guide includes the following essential items:**
 - The Participation Phases.
 - The Instructions and General Conditions.
 - The Main and Sub Criteria.
3. **The Awards Committee** will be formed by the decision of the Vice Chancellor or his delegates for one year. As per the Vice Chancellor's discretion it may be renewed for another cycle as deemed appropriate. The main duties include:
 - Designate one member as rapporteur for the cycle.
 - Review and modify the Award Guide.
 - Determine the date of the award ceremony for each cycle.
 - Publish an announcement that applications are being accepted for the various categories.
 - Receive applications and identify and assess nominees via interviews, in coordination with a neutral party if deemed necessary.
 - Hold meetings to discuss and follow up on matters relating to the award if required. Meetings are to be documented and the minutes submitted to his Excellency the Chancellor for approval.

- Hold workshops for candidates to make them aware of the award, its phases and criteria, using appropriate means to coordinate with the Scientific and Institutional Planning and Development Department.
4. The Committee may decide not to grant the award in the event of a consensus of the members and with the approval of their reasons as submitted to His Excellency, the Chancellor.

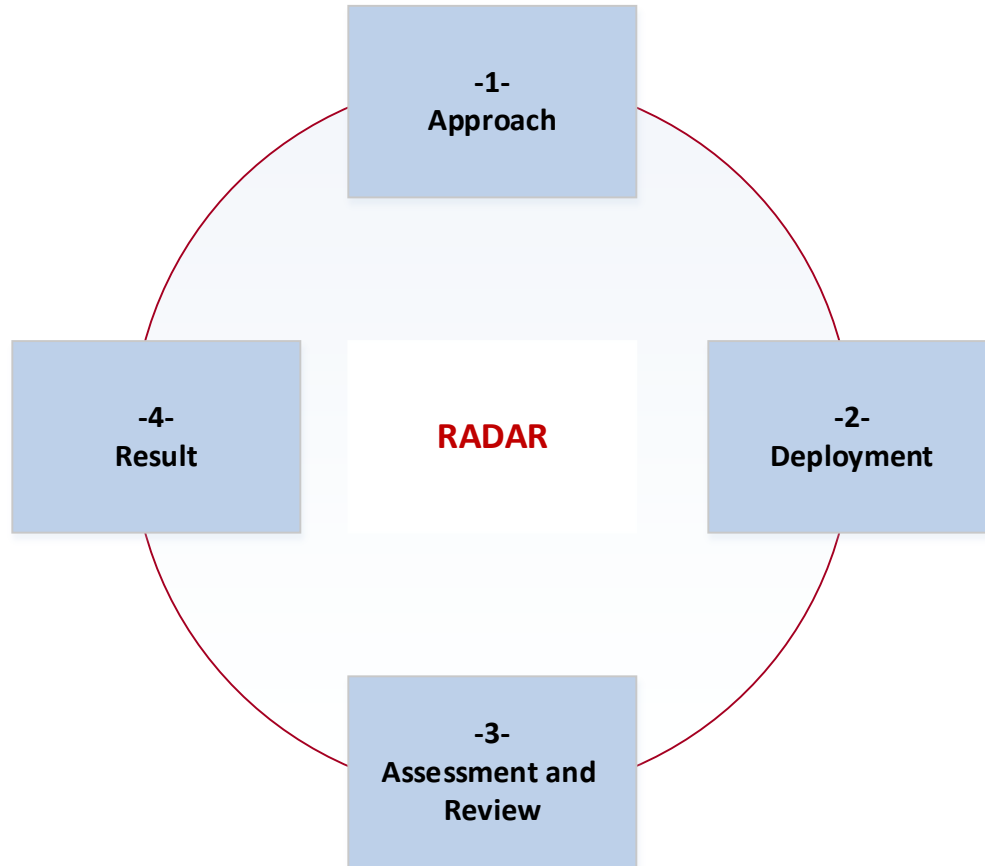
Part Two: General Conditions

1. **Every college, department and office** that has been established/founded for two years or more may participate in the Distinguished Department Award.
2. The Distinguished Team Category includes any official working group (group or committee, etc.) working permanently, or temporarily, on the completion of work, projects or initiatives with the conditions that: the team has at least four members, is not included in the organizational structure and has no external non-governmental participation in the design and implementation of the project. **The team should be entered in one of the following categories. Only one prize will be awarded for team excellence:**
 - **Distinguished Service Development Team** : includes all the teams that work on initiatives and projects aimed at the development and improvement of a service/ a set of services provided directly to external customers (individuals/ private sector companies) and increases customer satisfaction through, for example, reducing the duration of a service, the number of steps required to complete this service or improves the quality of the end product.
 - **Distinguished Internal Performance Improvement Team:** includes all the teams that work on initiatives and projects designed to improve corporate performance, major operations, support operations or reduce costs.
 - **Distinguished Technical Team:** includes all teams working on initiatives and projects in which technology and state-of-the-art techniques are used creatively to improve performance, maintain or support operations, reduce costs, develop or enhance services or provide new services.
 - **Distinguished Joint Team:** includes all the teams that work on the initiatives and projects that are implemented with external partners to develop services and improve internal performance. This may include administrative or technical applications.

3. **The Distinguished Joint Team** who wish to apply for the award must coordinate with their external partners to ensure their willingness to participate in the Sheikh Khalifa Government Excellence Award. To produce an acceptable file a team must conform to the following:
- The Joint team must include at least one other federal government entity.
 - This can include projects or initiatives to develop services and improve internal performance using management or technical/ professional applications.
4. **Employee** participation is subject to the following conditions:
- They have worked for the university for **at least two years**, with the exception of the new staff category who must have been with UAEU for at least six months and no more than two years (including a trial period).
 - New employees are identified as those working for the first time after their initial qualification (regardless of the period between the employee attaining their qualification and starting work for the first time). If the new employee worked previously (in a Government or private entity) he may be considered under the category of new employees if the total number of working years is less than two years.
 - The employee's length of working period is calculated from the date of his, or her, starting work (this includes a trial period).
 - Special applications can be submitted to the committee if the first condition is not met (from six months to two years for new employees and more than two years for other categories) but the period of work does not exceed three months.
5. Staff members assigned to work by local government bodies may apply after two years from the date of their appointment.
6. Participation in the administrative category is limited to employees who do not hold any other role that falls under one of the other categories (supervisory, technical and specialty/ technical or engineering fields).

7. The university reserves the right to publish contents of the winning files in order to publish success stories after the announcement of the results.
8. When drafting the file the standards mentioned in Chapter 3 of this guide must be taken into account. These should be referenced as appendices or as supporting evidence when cited in the text.
9. All files submitted for the award are treated with strict confidentiality and they will not be disclosed either before or during the evaluation phase.
10. Data should be compiled in order to help the reader to understand the nature of the application and the benefits derived from it.
11. For participation in the Sheikh Khalifa Excellence Award candidates will be selected from the winners of the Awards.
12. Interviews will be carried out after submission of the files. The applicant (the employee/ team/ organizational unit) must prepare the application and a copy of the documents by giving fully detailed information.
13. Ant department, branch, team or employee who wins in one cycle cannot be nominated for the next one.

Evaluation tool



The RADAR logic is a dynamic assessment framework and powerful management tool that provides a structured approach to questioning the performance of an organization.

At the highest level, RADAR logic states that an organization needs to:

- Determine the Results it is aiming to achieve as part of its strategy
 - What are we trying to achieve?
- Plan and develop an integrated set of sound Approaches to deliver the required results both now and in the future
 - How do we try to achieve this?
- Deploy the approaches in a systematic way to ensure implementation
 - How / Where / When was this implemented?

- Assess and Refine the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning activities.
 - o How do we measure whether it is working?
 - o What have we learning and what improvements can be made?

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, 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.
- Amendments are included.

Integration, which means:

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

Deployment:

Implementation, which means:

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

Systematic, 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 and Review

The process of assessment and review includes the following:

Measurement:

- Measuring the efficiency and effectiveness of the approach and its application.
- The indicators selected are commensurate with the nature of approach.

Learning and Creativity:

- Learning is used to identify best practices both internally and externally and to 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 the implementation.
- Assess and prioritize the innovative processes involved.

Results:

Targets:

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

Trends:

- Compare data to determine the extent of improvements or a 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 entity deemed as positive by way of comparison?

Causality:

- The causal relationship between the results achieved and the approaches and activities that caused them are made clear and easy to understand.
- Based on the evidence, can the positive performance be maintained in the future?
- Can the improvements made be identified based on results?

Scope and Relevance: do the indicators/outcomes:

- Cover all activities and processes, programs and services?
- Cover the needs and expectations of all stakeholders (operators, partners, staff, Cabinet of Ministers, community)?
- Seems compatible with the policies and strategies of the entity?
- Identify key performance indicators (KPIs) and the entity's priorities?
- Link indicators from the strategic to the operational level? Is the relationship between the indicators at different levels clear and easy to understand?

Integrity of Results

- Are the results provided in a timely manner?
- Are the results accurate and reliable?

Organization of Results:

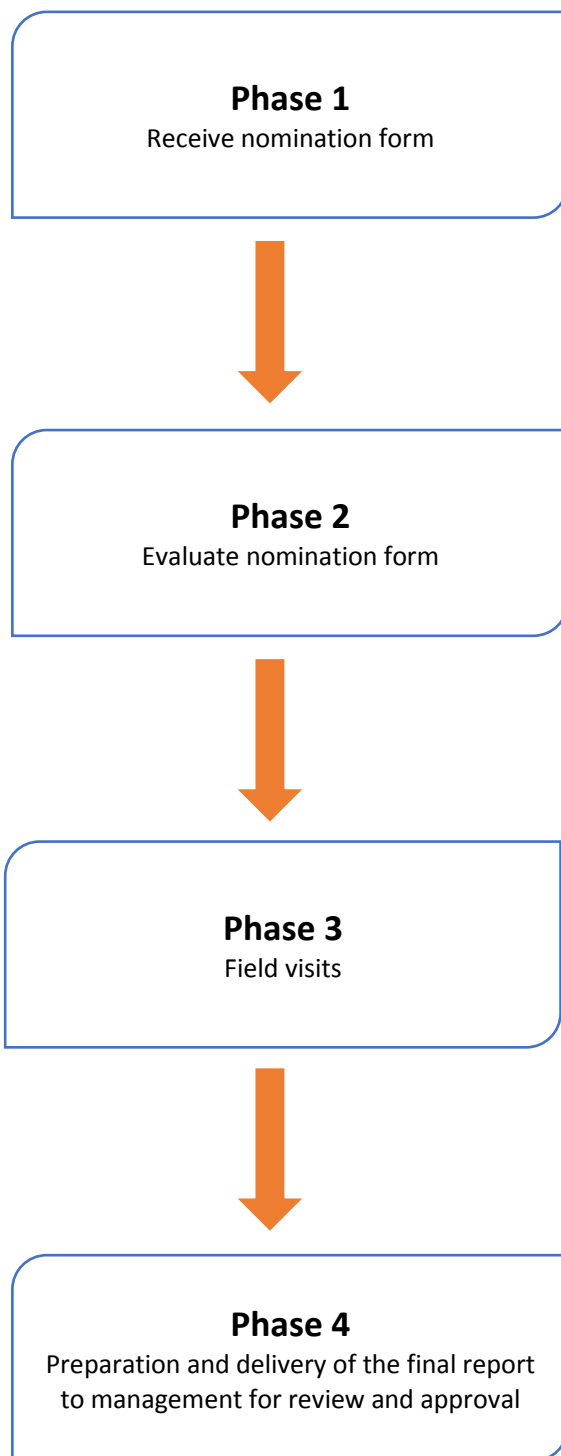
Are the results sorted properly? According to:

- Categories

Award Guide

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

Evaluation process



Phase 1: Receive nomination form

Four hard copies and one electronic copy of the nomination form must be submitted to the Planning, Academic and Institutional Development Department, to ensure compliance of with such requirements as the submission date, page numbering and other format requirements as outlined in the criteria for each category.

Identify and list candidates who meet the criteria outlined in the ‘Excellence Award Guide’ and inform candidates who are not being considered within a week from the submission date.

Phase 2: Evaluate nomination form (independent evaluation)

1. Each accredited evaluator uses the RADAR methodology described in the evaluation guide.
2. Evaluators will use this methodology to ensure compliance with the instructions outlined in the guide.
3. Evaluators will assess nominations individually in accordance with the criteria, rules and existing evaluation models outlined in the guide.
4. The evaluation team leader team will audit the independent evaluation reports.
5. Evaluators meet under the supervision of the team leader to discuss the independent reports and produce a consensus regarding verification of details and to plan field visits.
6. The final list of candidates (scoring 50 or more in the evaluation process) will be forwarded to the committee for approval.

Phase 3: Field visits

The evaluation team will conduct field visits and meetings with management, teams or employees who have been nominated to ensure compliance with suitable criteria regarding excellence and performance.

Award Guide

- ✓ Management / teams / employees should prepare for the interview in a similar fashion to a job interview.
- ✓ Management / teams / employees should be ready to answer questions related to their submission.
- ✓ Management / teams / employees should be prepared to provide evidence to support their nomination.

Phase 4: Preparation and delivery of the final report to management for review and approval

Evaluators rank the candidates in descending order according to their evaluation scores (Phases 2 and 3).

The evaluation team will prepare a final report including feedback, results and a presentation to be viewed to the Planning, Academic and Institutional Development Department and the Awards' Committee for approval by senior management.

Calculation of final result

The final result is calculated and evaluated in accordance with approved models:

Type of Evaluation	Percentage of each phase as part of the total evaluation
Evaluate nomination form	60%
Field visits	40%