



CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE

United Arab Emirates University

AWARD MANUAL

Distinguished Team Category

لَا إِلَهَ إِلَّا اللَّهُ عَلَى التَّمْيِيزِ (مَوْسِييْ جَانِزَةُ الرَّئِيسِ الْأَعْلَى لـ



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United Arab Emirates University

2nd Cycle
2017

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GENERAL CONDITIONS

- The number of each team members shall not be less than four.
- The team should not be included in the organizational structure of the university
- There should be no external non-governmental participation in the design and implementation of the project
- Application documents should cover task force activities rather than individual enterprises
- A winning team at a previous cycle may not be nominated for the current cycle
- The University reserves the right to publish some of the contents of the winning files in order to disseminate stories of success after the announcement of the results
- When drafting the nomination file, the criteria in this manual must be observed and references as well as supporting evidences should be noted when cited in the text
- All files submitted for the award are strictly confidential and the contents of the file as well as the supporting documents shall not be disclosed before and during the evaluation stage
- To make the most of all the contents of the file, the data must be properly compiled to enable the readers understand correctly the nature of the work submitted by the members of the candidate team and the benefits they achieved
- Field interviews will be conducted after submission of candidacy files. The applicant (employee / team / organizational unit) must prepare a copy of the application form, affiliated documents and laptop. Applicants should be fully aware of the contents of their files

DISTINGUISHED TEAM CATEGORIES

They include teams that work permanently or temporarily to complete an enterprise, project or initiative which aims to improve the work-flow of activities and provide better services to customers.

- Internal Performance Improvement Distinguished Teams:

This award includes all teams engaged in initiatives and projects which aim to improve institutional performance or enhance key operations or promote supporting operations or reduce costs.

- Services Development Distinguished Teams:

This award targets teams engaged in initiatives and projects which aim to develop and improve services delivered to external customers and enhance their satisfaction by shortening service delivery time or reducing the procedures integral to the services or improving the service output quality.

DISTINGUISHED TEAM CATEGORY AWARD CRITERIA

The award is subject to the criteria set forth in the table below. These criteria must be observed when preparing the nomination file for the distinguished team category.

Criterion	Points
CRITERION 1: Team Formation Methodology and Project/ Initiative/ Experiment Planning	25
CRITERION 2: Implementation Methodology	25
CRITERION 3: Assessment of Achievements and Results	50
Total	100

The main and sub-criteria for this category and sub-criteria activities are presented below:

CRITERION 1 – TEAM FORMATION METHODOLOGY AND PROJECT/INITIATIVE/EXPERIMENT PLANNING

1. The nature and quality of the challenge and the initial data which confronted the university/participating parties and led to the identification of the need to develop the project/initiative/experience.
2. Preliminary data targeted by the university which led to the development of the project.
3. The project/initiative/experiment planning process which includes:

The necessity of forming a task force to do the task

- The need to form a team to do the job
- Criteria used to determine the need to form a team/task force and the reasons for the team formation
- Inventory of need and workplaces that require the formation of teams and committees
- Reasons for the need to form a committee or a task force
- The diversity of competencies and functions required for the implementation of tasks / projects at the university level which emanate from the operational plans and systems that are created and developed
- The non-existence or lack of support of an organizational unit that can perform the required tasks / projects
- Preparations for events and activities at the university level
- Emergence of several problems including (increased complaints, lack of information dissemination among concerned parties, ineffective meetings, weakness of initiative and creativity, opposition to change in work procedures and introduction of new technologies, etc.)
- Establishing policies and strategies at the university level
- Guiding and monitoring the progress of projects and institutional programs in addition to overseeing their implementation

Selection Criteria for team members

- Criteria for selecting team members and empowering/diversifying their abilities/skills
- Designing a mechanism to form a team and identify its members
- The presence of a team leader who has the power of office and authorities as well as the competence to influence others and contribute to the decision-making and specification-determining processes

Defining the objectives and work scope of the team and identifying expected outputs, and the connections between the task allocated to the team and the university strategic plan

- Determining the reasons for the team formation, the significance of the subject and the importance of the presence of a specialized task force to do the designated task as well as linkage to the strategic plan and expected outputs
- Founding a vision and a message for the team with the participation of all team members and identifying points of connection with the university plan
- Establishing a team formation methodology (e.g. assigning team leadership to senior members, forming the team from a number of members in different departments / participating parties)
- Implement this methodology and review it correctly on a periodical basis

The adoption of a clear plan of action for the team to manage the planning, implementation and evaluation processes and define the tasks, responsibilities and terms of reference of the team members

- Developing a methodology for the planning, implementation and evaluation of teams and committees
- Designing an action plan embracing all phases of the project
- Identifying the main elements of the work as well as the operational plan, including initiatives and sub-projects to be implemented besides the periodic meetings plan in addition to the identification of performance indicators and measures
- Preparing sub-work plans emanating from the committees and sub-teams main action plan, if available
- Defining the responsibilities of the task force and allocating tasks among its members

Solutions or alternatives studied and compared for the purpose of the project/initiative/experiment and the reasons for their exclusion

- Examining solutions and alternatives to the initiative and determining appropriate methodology

Financial planning of the project/initiative/experiment and analysis of benefits and costs

- Identifying the financial needs and action plan for the team and developing a proper methodology to implement the plan
- Explaining the mechanism used by the university to fulfill these financial needs
- Determining a specific budget for the team

Identifying the parties affected by the project/initiative/experiment and analyzing the ways through which they were impacted

- Identifying all stakeholders and analyzing the nature of the relationship and the ways through which they were impacted by the initiative
- Identifying the concerned parties/stakeholders affected by the initiative

Analyzing the risks integral to the implementation of the project/initiative/experiment

- Analyzing all expected risks and identifying the impact degree and intensity as well as the risk management priorities in addition to establishing a risk management plan

Establishing a dynamic to identify the skills of the team members required to achieve the objectives of the project/initiative/experiment and how to fulfill them

- Identifying the skills required to implement the project based on the objectives and expected outputs of the project
- Identifying current staff skills to select appropriate employees to be team members based on required skills and competencies
- Determining the gap between the required skills and the current capacities of the team members and bridge this gap by establishing a plan to provide the required skills through training, recruitment ... etc

CRITERION 2 – IMPLEMENTATION METHODOLOGY

Mechanism and procedures for the implementation and review of the action plan

- Determining a mechanism used to implement a specific action plan and the procedures for implementation
- Monitoring implementation periodically through periodic meetings and review period of the plan
- Establishing a method to be used by the team leader in monitoring the implementation of action plans and the distribution of tasks/ responsibilities as well as overseeing the implementation process through the preparation of periodic follow-up reports

Documenting applied procedures and work methodologies.

- Documenting the master plan and sub-plans in the form of electronic documents and distributing them to members in order to check them at any time
- Documenting and publish minutes of meetings
- Documentation of training program materials
- Documenting achieved results achieved and task force/team achievements
- Authenticating the procedures of the team/task force mission in the form of a flow path
- Designing and authenticating the methodologies used in the task force/team mission

Utilizing administrative methods or modern technologies for the benefits of the implementation of work assignments.

- Establishing a robust administrative method in the implementation of the work assignments and appointment of a coordinator or team leader to manage the meetings, collect/discuss suggestions / recommendations and define his/her responsibilities. S/he will be responsible for managing the transition from one stage to another, taking decisions, and making recommendations for the decision makers at the university level
- Identifying modern technologies used in the application (modern electronic programs, electronic devices, systems, etc.)
- Exploring high-caliber practices to identify the best management techniques and modern dynamics to be implemented

The support of the senior administration to the team including the provision of proper internal regulatory conditions and necessary resources to ensure continuity of success

- The role of senior leadership in supporting the team and providing all necessary resources (human, financial, technical)
- Identifying necessary resources that have been provided to the team / committee

Establishing internal and external communications on the part of the team in order to fulfill its objectives

- Generating a communication plan which reflects periodicity, mechanism, communication methods advocated by the team within and outside the university
- Identifying the number of meetings convened in a given period of time
- Defining rate of commitment to attend meetings per team member

Examining differences of opinion among team members and creating a dynamic to take advantage of differences to develop performance and provide effective solutions to work constraints

- Adopting the consensus principle in the decision-making process
- Using the collective voting method to remove obstacles and make the right decisions
- Rotating the chairs of meetings to promote leadership and mutual trust among members
- Referring to the action charter of the committee/team when needed to resolve differences
- Adhering to general values, principles and guidelines
- Establishing evidence of transparency in proposing and resolving differences to reach appropriate solutions

Utilizing the expertise and skills of team members to achieve its objectives

- Forming the team properly by incorporating members from different disciplines who possess a variety of skills in order to achieve the objectives of the team effectively
- Distributing tasks and responsibilities in a balanced manner among team members to achieve maximum benefit from the diversity of skills
- Rotating the leadership of the team based on the nature of the topics under discussion
- Accepting new members in the team to fulfill the needs at some stages
- Taking advantage of the skills of the team members in designing sophisticated work methodologies and organizing workshops to the stakeholders/concerned parties

Disseminating acquired and transferred of knowledge derived from the work assignments achieved by the team

- Identifying the utilized learning mechanisms and developing a training plan for team members
- Applying a work methodology based on learning and transfer/management of knowledge (collective and open discussion, respect for other opinions, exchange of views and transfer of knowledge and experience) as well as using technology and field visits in addition to advanced learning scientific methods to explore the best practices
- Applying an effective methodology to explore the best practices and the most sophisticated applications
- Utilizing meetings and discussions as a mechanism to transfer and disseminate knowledge among team members

CRITERION 3 – ASSESSMENT OF ACHIEVEMENTS AND RESULTS

This criterion focuses on the results of the project / initiative / experiment implemented at the operational level by the team. It also concentrates on the contributions emanating from these results and their impact on the achievement of the overall strategic objectives of the university and stakeholders. It includes the following sub-criteria:

The achievements and tangible results achieved by the team and their material and intangible implications

- Showcasing the results achieved by the team such as:
- The team has trained a number of (...) the university staff on the program / process (...) within a short period of time (...) and the number of other external staff (...) such as (...)
- The team has achieved (...) % in terms of customer satisfaction.
- The team has made strategic partnerships with a number of partners (...) such as (...)
- The team has solved many problems at the level of the university / the participating authorities / the administration / the government sector / the private sectors, including solving the problem (...) in (...)
- The team has designed a unified model used for the purpose of (...)
- At the level of the university / the participating authorities and the country
- The team brought in additional income to the university worth of (...) and reduced the expenses of the university by.....
- The team should provide appropriate evidence for each indicator. For example, the team has made strategic partnerships with a number of partners. The evidence will be a copy of each one of the contracts of these partnerships

The importance of the contributions and accomplishments of the team in the achievement of the strategic objectives of the university / the participating parties

- The tasks and achievements contributed by the team and their reflections on the strategic objectives
- The role of the team's achievements in achieving the strategic objectives
- Action plans / initiatives introduced by the team and their relation to the achievements of strategic objectives

Defining the results of the team's operational performance indicators

- Defining selected operational indicators and their results in addition to achieving targets and determining causes
- Assessing results and tabulating them in addition to comparing them with the set targets

No.	Performance Indicator	Targeted	Achieved	Duration/time period	Analysis	Attached Evidence No.
1						
2						
3						

The level of excellence and innovation achieved by the team

- Concentration on citizen / customer satisfaction safety through (...)
- The development of creative ideas by the team at the university level, such as (...) to solve the problem (...)
- The issuing and publication of periodic bulletins on the subject by the team (...)
- The role of the team in incorporating global best practices to provide services in the field of (...). and achieving proposed objectives and results that exceeded targets such as (...). in addition to simplifying the procedures for (...) and shortening the time required for completion

SUGGESTED FORM FOR FILLING OUT THE CRITERIA AND RESULTS SECTIONS IN THE NOMINATION FILE

Criterion 1: Team Formation Methodology and Project/ Initiative/ Enterprise Planning:

The first criterion: Team formation methodology and project / initiative / experience planning

Sub-Criterion 1: The nature and type of challenge and initial data confronted by the university faced and triggered the need for the establishment of the project / initiative / enterprise.

Through the stages of preparation of the strategic plan for the years 2011-2013 and analysis of the internal and external environment, many opportunities were identified such as the launching of the UAE program for excellence service through the office of the UAE cabinet president, which was launched in 2010 and launching the awards of institutional excellence at the level of the federal government which impacted the strategic objective of the university. Based on what is mentioned above, there was a need to form the Committee of Excellence and Quality Services to implement the principles of excellence (five stars) and guarantee commitment to the criteria of quality assurance and institutional excellence. The committee will also manage the observations included in the satisfaction assessment and the secret shopper studies through the implementation of necessary mechanisms and the adoption of the concepts of learning and continuous development.

Criterion 2: Implementation Methodology:

Sub-criterion 1: Mechanisms and procedures for implementing and reviewing the action plan

Based on the mechanisms for implementing and measuring the team's methods of action, the team leader will monitor the implementation of the action plan and the tasks assigned to the team members during periodic meetings that take place on a monthly basis. Moreover, results of performance indicators, identified in the action plans will be measured on a periodical basis and the team leader will take necessary corrective action in the event of any deviations. Likewise, reports regarding the commitment of the team to institutional excellence will be submitted to the committee revealing the adoption of the 5P's criteria as measurements and indicators to evaluate the team work success. These criteria are measured by opinion surveys and questionnaires with regard to customer satisfaction in addition to benchmarking with best applied practices including visits to Sheikh Zayed Housing Program.

Criteria 3: Evaluation of achievements and results.

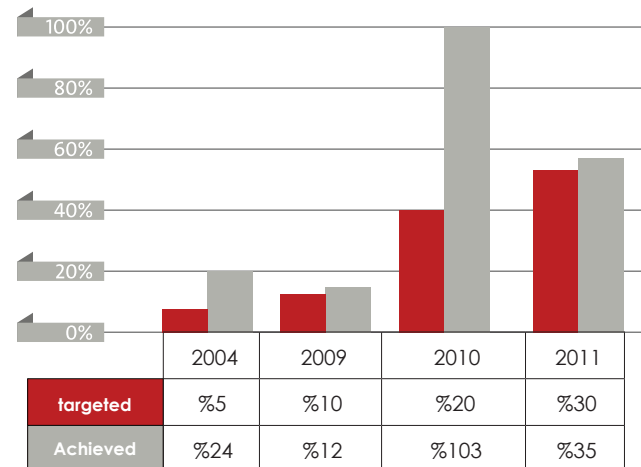
Sub-Criterion II: The contribution of the results and achievements of the team in achieving the strategic goals of the university/the participating parties

The team's operational plan was contingent upon achieving the university's strategic objectives. Therefore, the plan included initiatives which aim to achieve the strategy. These initiatives aim to provide excellent services and create development channels for service delivery and shorten the time required for the implementation of operations and ensuring the implementation and completion of the (5Ps) development plan as well as monitoring the team contributions to the achievement of strategic and operational indicators. Some of their results are shown in the table below.

Root cause analysis:

An improvement in the results was noted after the team had re-engineered the procedures and all the customer service staff attended at least five training workshops on mastering related services and updating procedures integral to an improvement of the queuing system.

Table: Results of strategic and operational performance indicators
KPI: Percentage of reduction in the waiting time for selected services



NOMINATION FILE STRUCTURE

The number of pages for a candidate file should not exceed 12 pages for all categories (6 pages for criteria and 6 pages for attachments) including all attachments, appendices, and attached documents such as graphs, tables, illustrations, statistical data, photographs, letters, results, requests ,..... etc. In addition to the following pages that are not considered as part of the 12 page limit might be included:

- **Cover page:** University name, logo, award category and employee name.
- **Table of Contents:** Please attach a single page including the table of contents of the submitted documents, and clarify the page numbers for each part of the application file.
- **Introduction:** The introduction is written as a general summary of the project / employee in no more than one page.
- **Glossary:** The glossary explains all the terms and abbreviations mentioned in the application file.
More than one directory or diagram may be placed on one of the attached pages.

GUIDELINES FOR FILLING OUT THE NOMINATION FILE

Language: Arabic is the original language used in writing the file. However, some terms may be included in English language with a translation. But, in case the employee does not speak Arabic, it is possible to use the English version of the nomination file.

Font: use the Simplified Arabic font for the Arabic-language nomination files and use the Arial Font for the English-language nomination files as follows:

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

Writing font: The typing/writing font must be unified in both main texts and attachments. Write only on one side of the application papers.

Attaching Documents: In the nomination files submitted for the chancellor medals categories, attachments must be separated from the

answer pages, and no attachments should be included in the criteria pages. All of the attached documents must be official, certified, clear, readable, time-bound, purposeful, expressive and authenticated. These documents may be letters, decrees, certificates, pictures, operating guides, diagrams, illustrations, studies/ research or reports).

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.
- **Footer:** 0.5 inch.

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

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

