المجلس التنفيذي
THE EXECUTIVE COUNCIL

دبـــي للــتمــــيز الحــكومــي
Dubai Government Excellence

ASSESSMENT CYCLE MANUAL

2020

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We have come a long way in our quest for excellence and the world has acknowledged that. Our country is on the forefront and has ranked in advanced positions in many global competitiveness indicators... Today we want to build on that achievement to move to a new phase in our work towards results-based excellence.

His Highness Sheikh Mohammed bin Rashid Al Maktoum

Our governmental work is inspired by Mohammed bin Rashid's vision, seeking a team on a constant quest towards achieving top rankings in every field. Dubai Government has all the prerequisites for providing the most sophisticated government services globally.

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum

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Introduction

This manual aims to introduce the awards, categories, criteria and approaches of assessment and recognition, as well as the instructions for participation in the Dubai Government Excellence Program (DGEP) Awards 2020 Assessment Cycle. The DGEP institutional awards consist of three levels of assessment and recognition: the Basic level, the Excellence level, and the Elite level. The goal is to take governmental performance to unprecedented top global levels and to provide real opportunities for entities to reap the fruit of their continuous efforts to develop and improve.

The DGEP institutional awards include variable awards, for which topics are determined for each assessment cycle based on the best global practices and leadership approaches. The 2020 Assessment Cycle has retained the Best People-of-Determination-Friendly category but has amended its assessment mechanism and has introduced the new Best Emiratization Category.

In the Dubai Excellence Medals category, assessment criteria have been revised and updated, and an assessment matrix introduced for each criterion, illustrating sub-criteria excellence levels and the point range for each level, in a way that facilitates the assessment process and elevates its accuracy, fairness and objectivity.

The Dubai Excellence Medals assessment mechanism has discarded personal interviews of candidates but retained capability assessments. The Dubai Excellence Medals assessment also includes site visits to each candidate's workplace. This gives participants equal opportunities to highlight their achievements and levels of excellence, and ensures a more impartial selection of the winners.

Moreover, all medals have been renamed, and the category of Best Employee in an Engineering, Technological or Technical Field has been merged with that of the Best Employee in a Specialized Field. The Best Customer Service Center Manager category has been discarded, however it is possible to nominate service center managers in the category of Dubai Medal for Best Supervisor.
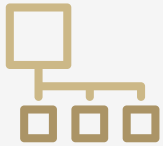
DGEP Categories

Institutional Awards 2020

1	The Elite Award
2	Leading Government Entity
3	Best Entity in Innovation Field
4	Best Entity Achieving Dubai Plan 2021
5	Happiest Work Environment
6	Best Entity in Digital Government
7	Best Entity in Service Provision
8	Best Entity in Efficiency and Governance
9	Best People-of-Determination-Friendly Entity
10	Best Entity in the Emiratization Field

Variable categories to be determined in each assessment cycle

Dubai Excellence Medal Categories 2020

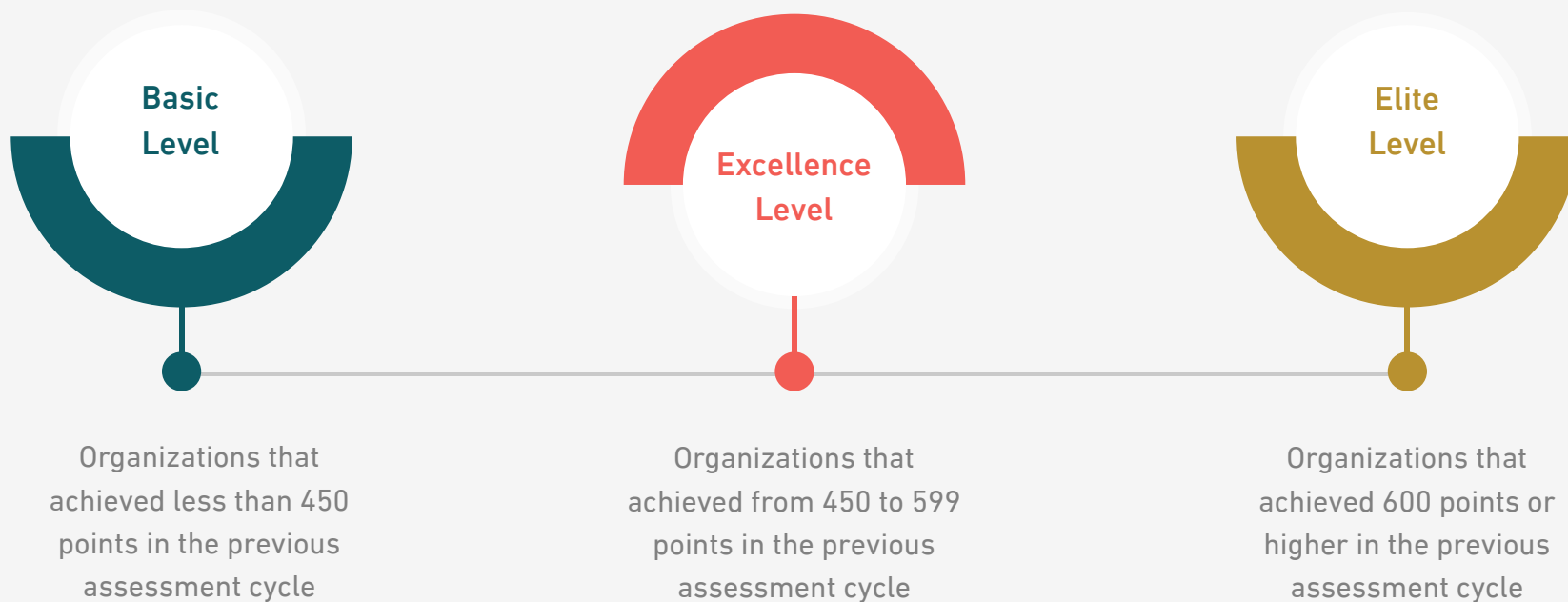|	
1	Dubai Medal for Assistant Director General/CEO
2	Dubai Medal for Supervisory Employee
3	Dubai Medal for Customer Happiness Employee
4	Dubai Medal for Innovative Employee
5	Dubai Medal for Specialized Employee
6	Dubai Medal for Administrative Employee
7	Dubai Medal for Field Employee
8	Dubai Medal for Young Employee
9	Special Recognition – The Unknown Soldiers

Institutional Awards

DGEP Institutional Awards consist of three main levels:

Basic Level

Organizations that achieved less than 450 points in the previous assessment cycle

Excellence Level

Organizations that achieved from 450 to 599 points in the previous assessment cycle

Elite Level

Organizations that achieved 600 points or higher in the previous assessment cycle

The aforementioned points reflect excellence levels. Entities that achieved less than 450 points represent a Basic level of excellence and those that achieved between 450 and 599 points represent an Excellence level, while those that scored 600 points or more represent the Elite level. The information outlined below indicates the award levels, categories, rules for moving between levels, and the way in which the winners of each level are recognized. Government entities that reach the Elite level receive the Elite Certificate and special recognition, while those that reach the Excellence level receive the Excellence Certificate and the right to compete within the Government Excellence System categories.

Institutional Awards

Award levels and Categories

Award Level	Award Category	Assessment Criteria	Awards
Elite Level	One category	Government excellence model criteria, in addition to the Elite criteria	Elite Award
Excellence Level	Seven categories	Government excellence model criteria	Government excellence system awards
Basic Level	None	Government excellence model criteria	

Award levels and Categories

Rules for moving between levels and awards

Award level		Points	Awards	Next Assessment Cycle
Elite assessment	Elite level	600 or higher	Elite Certificate and Award and Special Honors	Remain at Elite level
		Less than 600	Excellence Certificate	Moves down to Excellence Level
Government Excellence system assessment	Excellence level	600 or higher	Excellence Certificate, and competing for Leading Government Award and the Excellence system category awards	Moves up to Elite level
		450-599	Excellence Certificate, and competing for Leading Government Award and the Excellence system category awards	Remains at Excellence level
		Less than 450	None	Moves down to Basic Level
	Basic level	450 or higher	Excellence Certificate	Moves up to Excellence level
		Less than 450	None	Stays at Basic level

Rules for moving between levels and awards

Titles and Weights of Dubai Government Excellence Model Criteria

The table below shows the amendments made to the hierarchy, titles and weights of the Government Excellence Model Criteria as follows:

- Seven-Star Services Criterion was amended to Government Services Criterion

- Smart Government Criterion was amended to fit in with the Dubai Government's direction and strategy in digital transformation

- The allotted weight for the Enablers Pillar was increased to 25% from its former 20%after transferring 5% from the Innovation Pillar and adding it to the weight of the enablers pillar, as illustrated in the following table, and making the following amendments to the pillar's criteria:

    - An Emiratization sub-criterion was added to the criterion of Human Capital, and its name was amended to include Emiratization, in line with the leadership's directives in regard to Emiratization thereby encouraging government entities to increase their efforts to achieve desired goals on this front

    - The Financial Management sub-criterion was amended to become a main Financial Resource Management criterion, to boost Dubai Government entities' focus on financial efficiency

    - The Resource and Property Management criterion was renamed Asset Management criterion, to include Property Planning and Management and Supplier Relationship Management

Titles and Weights of Dubai Government Excellence Model Criteria

Previous Criteria and Weights

Number	Acheving Vision Pillar	60%
1	Dubai Plan 2021 (Variable)	10%
2	Main Functions:	
2-1	Implementing and Monitoring Strategy Performance (Variable)	10%
2-2	Managing and Implementing Policies / Projects / Initiatives / Programs (Variable)	10%
2-3	Operation Management (Variable)	10%
2-4	Socio-Economical and Environmental Sustainability	5%
3	Seven-Star Services (variable)	10%
4	Smart Government	5%

Number	Innovation Pillar	20%
1	Future Shaping	5%
2	Innovation Management	15%

New Criteria and Weights

Number	Achieving Vision Pillar	60%
1	Dubai Plan 2021 (variable weights)	10%
2	Main Functions:	
2-1	Implementing and Monitoring Strategy Performance (Variable)	10%
2-2	Managing and Implementing Policies / Projects / Initiatives / Programs (Variable)	10%
2-3	Operation Management (Variable)	10%
2-4	Socio-Economical and Environmental Sustainability	5%
3	Government Services (variable)	10%
4	Digital Government	5%

Number	Innovation Pillar	15%
1	Future Shaping	5%
2	Innovation Management	10%

Titles and Weights of Dubai Government Excellence Model Criteria
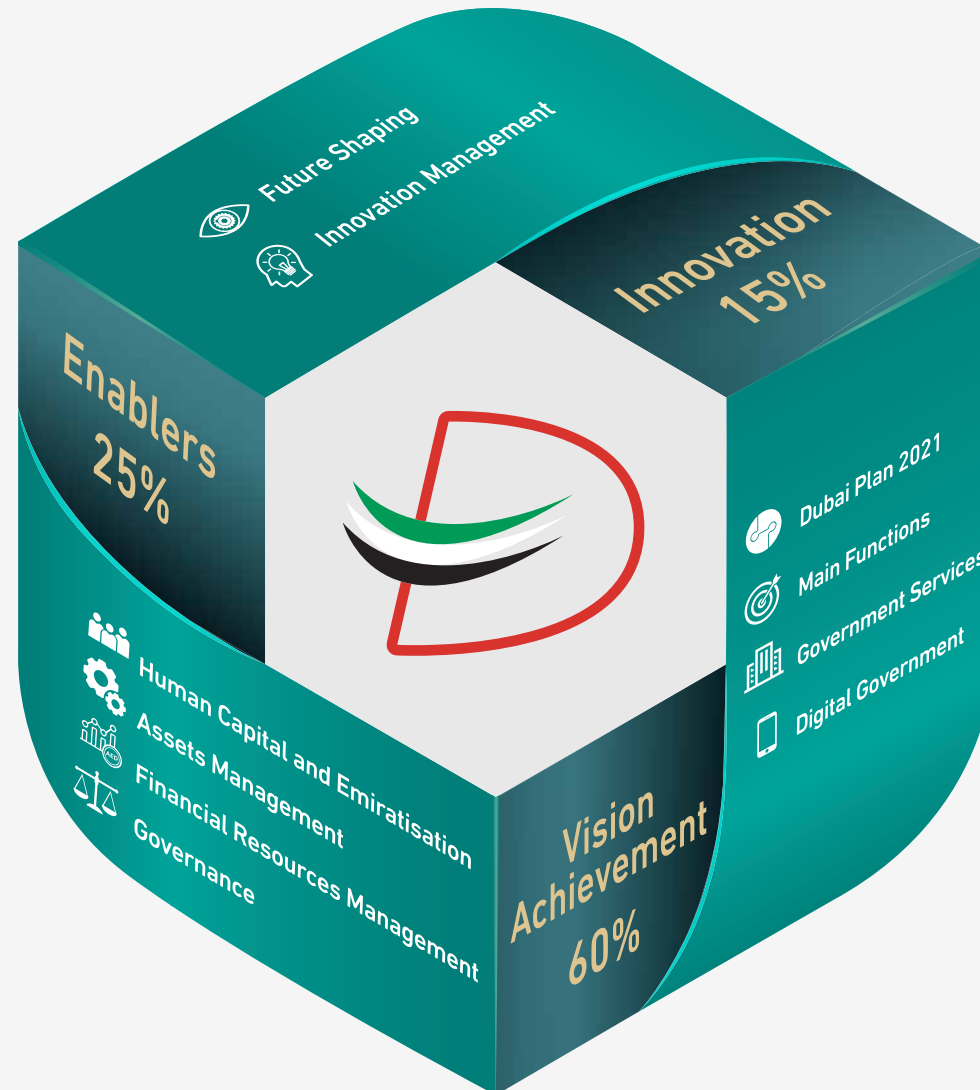
Previous Criteria and Weights

Number	Enablers Pillar	20%
7	Human Capital	6.67%
-	-	-
-	-	-
8	Properties and Resources:	6.67%
8-1	Property Planning and Management (Buildings, Equipment and Resources)	2.22%
8-2	Supplier Relationship Management	2.22%
8-3	Financial Management	2.22%
9	Governance:	6.67%
9-1	Applying a general framework for governance	3.33%
9-2	Designing and implementing risk management plans	3.33%

New Criteria and Weights

Number	Enablers Pillar	25%
7	Human Capital and Emiratization	10%
7-1	Human Capital Development	7%
7-2	Emiratization	3%
8	Asset Management	5%
8-1	Property Planning and Management	2.5%
8-2	Supplier Relationship Management	2.5%
9	Financial Resource Management	5%
10	Governance:	5%
10-1	Applying a general framework for governance	2.5%
10-2	Designing and implementing risk management plans	2.5%

Criteria of the Government Excellence Model in Dubai

Innovation 15%
- Future Shaping
- Innovation Management

Enablers 25%
- Human Capital and Emiratisation
- Assets Management
- Financial Resources Management
- Governance

Vision Achievement 60%
- Dubai Plan 2021
- Main Functions
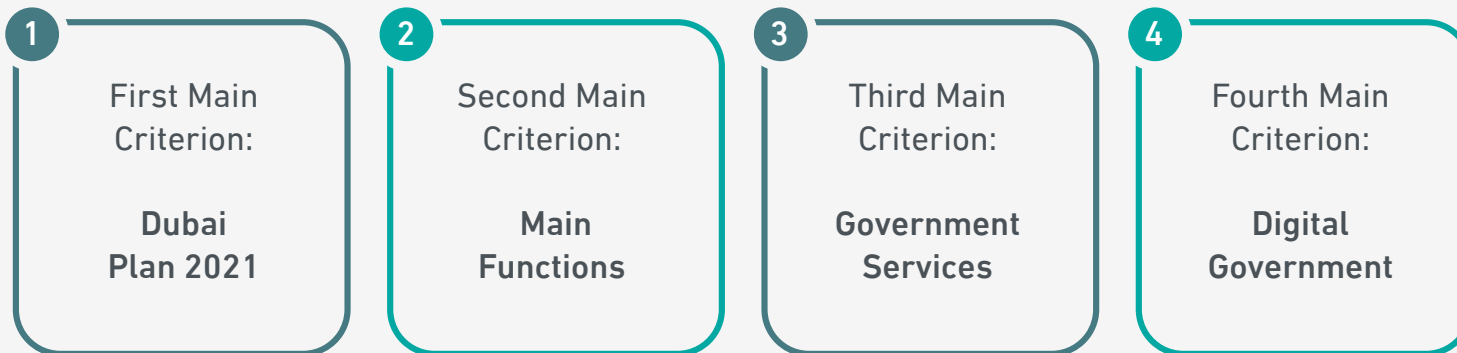- Government Services
- Digital Government

Criteria of the Government Excellence Model in Dubai

First Pillar: Achieving vision (60%)

The first pillar consists of four main criteria, namely: Dubai Plan 2021, Main Functions, Government Services, and Digital Government. These represent the core of government entities' work to achieve their vision, strategic objectives, the objectives of Dubai Plan 2021 and the ultimate objective of realizing happiness and well-being in the community. The required impact, results and grade distribution of the four criteria are based on the work and functions of each entity, whether service, regulatory, monitoring or support, as stipulated in the Memorandum of Association. Moreover, grade distribution is dependent on the entity's contribution towards achieving the objectives and indicators of Dubai Plan 2021.

1	2	3	4
First Main Criterion: **Dubai Plan 2021**	Second Main Criterion: **Main Functions**	Third Main Criterion: **Government Services**	Fourth Main Criterion: **Digital Government**

Criteria of the Government Excellence Model in Dubai

First Main Criterion: Dubai Plan 2021 (10%) (variable)

This main criterion focuses on the extent to which the entity performs its role in achieving Dubai Plan 2021 objectives. This can be achieved through planning, coordination and partnering with the concerned entities, as well as the preparation of pioneering business models that promote happiness and positivity as a lifestyle in the community. This criterion also focuses on the entity's follow-up of its performance and evaluation of Dubai Plan 2021 performance indicators results so as to monitor, understand, identify, predict and improve government performance results.

1–1   **Planning and following up on the implementation of Dubai Plan 2021**

A - Capabilities of planning and following up on the implementation of Dubai Plan 2021

This criterion includes the following:

- Comprehensive definition of Dubai Plan 2021 indicators within government entity work and responsibilities, including: the indicator's definition and scope, the purpose of its measurement, its sub-indicators, measurement mechanisms, calculation equations, data sources, the interim targets leading to 2021 objectives, the appropriate benchmarks, and the identification of gaps in the provision, accuracy and sustainability of the indicator data, if any.

Criteria of the Government Excellence Model in Dubai

Continuation / A - Capabilities of planning and following up on the implementation of Dubai Plan 2021:

- Identification of all entities contributing to the achievement of Dubai Plan 2021 indicators (e.g. responsible entities, participants, supporters, data sources and other relevant entities), along with the effective coordination and participation of these entities at all stages of planning and implementation of Dubai Plan 2021 objectives.

- Identification and implementation of approved initiatives, as well as suggestions and implementation of additional and supporting programs needed to achieve Dubai Plan 2021 indicators and to increase community awareness of the plan and effective community contribution in achieving the plan's objectives. This may be carried out through action plans that include a clear identification of activities, implementation responsibilities, frameworks, required resources, measures of achievement and risk management plans, in coordination with relevant entities so as to avoid overlap and duplication.
  Such initiatives and programs may include the following:

  - Initiatives and programs implemented by the responsible entity on its own.
  - Initiatives and programs implemented jointly or in coordination with other entities.
  - Initiatives and programs needed to address statistical gaps related to ensuring the provision, accuracy and sustainability of the plan's indicator data.

- Provision of the details of Dubai Plan 2021 initiatives and programs on the relevant e-systems (Qarar and Mubadara applications), in accordance with agreed upon requirements and specified time frames.

- Periodic review of Dubai Plan 2021 initiatives, programs, action plans and indicator data to ensure their appropriateness and effectiveness, and the identification of entities responsible for carrying out the relevant preparations, revisions and updates.

- Commitment to provision of the plan's indicator results and relevant statistics, as well as the results of its initiatives and programs carried out by the concerned entities in accordance with agreed upon requirements and specified time frames on the Qarar application, while ensuring the validity and accuracy of the data provided.

Criteria of the Government Excellence Model in Dubai

B - Assessment of the achievements and results related to the planning and follow-up of the implementation of Dubai Plan 2021
According to the government entity's work, objectives and activities, this criterion includes the following results:

B - 1 Dubai Plan 2021 Performance Indicators

Performance indicators provided by the Strategic Management and Governance Sector of the Executive Council of Dubai:

- Results of the Dubai Plan 2021 indicators that are related to the entity's work, whether they are implemented as the sole responsibility of the entity or jointly with other entities, including the results of any relevant sub-indicators.

- Percentage of compliance with the timeframe specified for the provision of results and statistics related to plan indicators, and for the implementation of the plan's programs and initiatives by the concerned entities.

Performance indicators provided by the government entity:

- Output and results of implemented projects, initiatives, programs and policies relevant to Dubai Plan 2021 objectives.

- Results of the implementation of participants' roles in approved joint programs and initiatives, or supportive programs identified by the entity.

- Results of assessment of the effectiveness of policies, initiatives and programs relevant to Dubai Plan 2021.

B - 2 Dubai Plan 2021 Perception Measures of Contributors:

- These measures may include the general perception of and compliance with partnership terms and conditions, their usefulness, an assessment of their communication channels, and their cooperation in providing and exchanging information and ensuring transparency in transactions.

Criteria of the Government Excellence Model in Dubai

Second Main Criterion: Main Functions

This main criterion focuses on the extent to which an entity implements its strategic plan, and develops and implements policies, projects, initiatives, programs, as well as regulatory and monitoring processes through its operational plan, in alignment with Dubai Plan 2021. It also includes the functions set forth in the Memorandum of Association, so as to ensure the effective and efficient achievement of strategic objectives while continuously striving to create an environment conducive to the happiness of individuals, families and the entire community, based on the impact of the entity's work on socio-economic and environmental sustainability. This criterion also focuses on the entity's performance, evaluates its strategic performance indicator results, and assesses the results of operational indicators related to policies, projects, initiatives, programs and regulatory and monitoring processes, so as to monitor, understand, identify, predict and improve organizational performance results.

2-1 Implementing the strategy and following up on its performance (10%) (variable)

A - Capabilities of implementing and following-up on strategy performance

This criterion includes the following:

- Preparing and regularly revising and updating the strategy and its supporting policies, according to best practices and approved standards (such as the Strategic Planning Manual issued by The Executive Council), to ensure their suitability and effectiveness in promoting happiness and well-being as a lifestyle in the community, in addition to the identification of the parties responsible for carrying out the relevant preparations, revisions and updates.

- Applying a mechanism designed to develop, revise and update supporting policies so as to achieve the strategic plan based on approved criteria (such as the Policy-Making Manual issued by The Executive Council), as well as following up and assessing the policies' implementation procedures, quality and effectiveness with respect to the happiness and well-being of the people.

Criteria of the Government Excellence Model in Dubai

Continuation / A – Capabilities of implementing and following-up on strategy performance:

- Coordinating with strategic partners and relevant entities so as to identify the roles, responsibilities and levels of contribution of each entity in achieving joint strategic objectives, developing joint strategic performance indicators, and identifying the targets of each entity or the extent to which each entity should contribute to achieving targets and developing policies, programs and initiatives in order to achieve the joint strategic objectives while avoiding overlap and the duplication of efforts .

- Applying a framework for an organizational performance management system and identifying responsibilities and authorities for implementation at all stages and at all levels of the organization, based on approved criteria (such as the 'Strategic success of the leadership team: strategy execution guide of Dubai Government', issued by The Executive Council), and cascading and aligning strategic indicators, Dubai Plan 2021 indicators, as well as the competitiveness indicators at all levels within the government entity (from the entity's vision and strategic objectives level, to that of the organizational units' objectives and main processes, through to individual level).

- Following up on the entity's performance with respect to indicator achievement, including its effective utilization of the organizational performance management system reports, its reliance on performance results and reports in the periodic review, update of the strategy and supporting policies, review of projects, initiatives, programs, processes and services, as well as the support of decision making by all concerned at all administrative levels.

- Effectively implementing the organizational performance management system and moving towards e-transformation (or smart transformation) to enhance the entity's efficiency and effectiveness in relation to its work, and its integration with relevant internal systems (such as HR, Finance, Project Management, and Operations Management) as well as external systems (such as Qarar and Smart Fiscal Planning) .

- Applying a mechanism designed to internally audit the validity and credibility of performance results, as well as the integrity and accuracy of performance data collection mechanisms, and to ensure the accuracy of data sources and indicator calculation methods.

- Committing to the provision of results and statistics related to the international competitiveness indicators of relevant entities (such as the Executive Council, Dubai Statistics Centre, Emirates Competitiveness Council, and relevant international organizations), in accordance with agreed upon requirements and specified time frames

Criteria of the Government Excellence Model in Dubai

B – Assessment of the achievements and results related to the implementation and follow-up of strategic performance

According to the government entity's work, objectives and activities, this criterion may include the following results:

B – 1 Performance indicators with respect to strategic planning

Performance indicators provided by the government entity:

- Achievement of the strategic indicators and international competitiveness indicators, other than Dubai Plan 2021 indicators outlined in the criterion 1-1, that are determined based on the government entity's main functions as set forth in the Memorandum of Association.

- Measurement of the policies' impact and effectiveness in relation to their strategic objectives.

- Compliance with the timeframes specified for the provision of results and statistics related to the strategic indicators and international competitiveness indicators.

- Results of the internal and external audit of the management and implementation of the strategy and the performance management system.

B – 2 Perception Measures of partners with respect to strategic planning

Perception Measures provided by the government entities:

- These Perception Measures may include general perceptions, compliance with partnership terms and conditions, usefulness, assessment of communication channels, cooperation in providing and exchanging information, and transparency in transactions.

Criteria of the Government Excellence Model in Dubai

2–2 **Managing and implementing policies, projects, initiatives and programs (operational plans) (10%) (variable)**

A – Capabilities of managing and implementing policies, projects, initiatives and programs

This criterion includes the following:

- Identifying the objectives and scope of work of the policy, project, initiative or program and expected outputs, and the extent to which these objectives are associated with the government entity/contributors' strategic plan.

- Developing an action plan to manage the policy, project, initiative or program, including its planning, implementation and assessment stages, the selection criteria of the project team members and their tasks, responsibilities and related authorities.

- Managing the change process, identifying the parties affected by the policy, project, initiative or program, and analyzing the impact of such a process on those parties to ensure the successful achievement of the planned objectives.

- Studying alternative solutions and comparing these in relation to the policy, project, initiative or program, as well as presenting reasons for their exclusion.

- Conducting financial planning and cost-benefit analysis in relation to the policy, project, initiative or program, as well as providing detailed data through the Mubadara Application of the Dubai Department of Finance.

- Analyzing and managing the risks associated with the implementation of the policy, project, initiative or program.

- Identifying the implementation and review mechanisms and steps of the action plan.

Criteria of the Government Excellence Model in Dubai

B – Assessment of the achievements and results related to the management and implementation of policies, projects, initiatives and programs

According to the government entity's work, objectives and activities, this criterion may include the following results:

B – 1 Performance indicators related to policies, projects, initiatives and programs

Performance indicators provided by the government entity:

- The extent to which the results of the policy, project, initiative or program have contributed to the achievement of the strategic objectives of the government entity or contributors (other than the Dubai Plan 2021 programs outlined in Criterion (1-1).

- The results achieved by the policy, project, initiative or program, as well as its tangible or intangible implications.

- Results related to compliance with the timeframes set forth in the approved budget.

- Results related to risks and their impacts.

Criteria of the Government Excellence Model in Dubai

(2-3) **Managing Processes (10%) (variable)**

A – Capabilities of Managing Processes

This criterion includes the following:

- Identifying and classifying the processes designed for the implementation and achievement of the government entity's strategies and objectives, as well as organizing processes according to priorities as part of the entity's management system, and the use of appropriate management and improvement methods, including processes that go beyond the entity's scope of responsibilities.

- Identifying individuals accountable for each process, as well as their roles and responsibilities in relation to the use, development and management of key process structures.

- Designing and directly linking process performance indicators (operational and strategic) to the strategic plan.

- Addressing issues related to overlap and duplication in the performance of tasks, as well as the effective implementation of processes from start to finish within the government entity.

- Reviewing the effectiveness of the overall framework of processes in supporting the achievement of the strategy and relevant supporting policies.

B – Assessment of achievements and results related to processes

According to the government entity's work, objectives and activities, this criterion may include the following results:

Criteria of the Government Excellence Model in Dubai

B – 1 Performance indicators related to managing processes

Performance indicators provided by the government entity:

- Achievement of operational performance indicators related to key processes.

- Results related to productivity.

- Results related to efficiency of process implementation.

- Tangible and intangible results of process improvements.

- Results of addressing process errors/feedback.

2-4 Sustainability in socio-economic and environmental fields (5%) (variable)

A – Capabilities of sustainability in socio-economic and environmental fields

This criterion includes the following:

- Identifying the impact of the entity's activities and policies on sustainability in socio-economic and environmental fields, based on its tasks and mandate and in the light of the relevant local and national strategies (e.g. UAE Green Growth Strategy and Dubai Disability Strategy)

Criteria of the Government Excellence Model in Dubai

Continuation / A - Capabilities of sustainability in socio-economic and environmental fields:

- Ensuring that the government entity's strategy includes elements to achieve socio-economic and environmental sustainability, in accordance with the entity's mandate through the development of strategic objectives and policies, and identifying key performance indicators related to sustainability in alignment with Dubai Plan 2021 and the indicators included within, as well as strengthening the competitiveness indicators of Dubai and the UAE .

- Designing and implementing programs, initiatives and policies to support the achievement of strategic objectives related to sustainability in socio-economic and environmental fields, according to the entity's mandate and in coordination with partners and stakeholders.

- Designing and implementing mechanisms to facilitate government interaction with the community with respect to the development and implementation of its policies, programs and initiatives so as to ensure that its needs and expectations are met.

- Encouraging employees to engage in volunteering initiatives and community service in Dubai and the UAE.

- Effectively managing volunteering and charitable activities for employees and the community, while coordinating with relevant entities to avoid overlap and duplication.

- Using Arabic in all internal and external government work systems, services and transactions, as well as prioritizing its usage in the media.

- Promoting national identity through the introduction of the country's cultural heritage in building designs and decorations, as well as organizing national events, initiatives and promotional campaigns internally and externally.

- Applying systems intended to measure and manage the impact of service provisioning processes on health, safety and the environment, so as to minimize the negative impact of the entity's activities and processes on the community and environment, as well as to rationalize and improve the efficiency of energy and water consumption.

Criteria of the Government Excellence Model in Dubai

B - Assessment of the achievements and results related to sustainability in socio-economic and environmental fields
According to the government entity's work, objectives and activities, this criterion may include the following results:

B - 1 Performance indicators related to sustainability in socio-economic and environmental fields

Performance indicators provided by the government entity:

- Strategic performance indicators related to sustainability in socio-economic and environmental fields.

- Operational performance indicators associated with processes, programs, initiatives and policies related to sustainability in socio-economic and environmental fields.

- Operational performance indicators associated with interaction with the community and understanding of its needs and expectations.

Criteria of the Government Excellence Model in Dubai

Third Main Criterion: Government Services (10%) (variable)

This main criterion focuses on the extent to which the entity designs, manages and develops its processes that are intended for the direct or indirect provision of services to customers, whether these are individuals (G2C), business enterprises (G2B) or government entities (G2G), with a view to adding value in accordance with the criteria and standards provided by the relevant government service programs related to the promotion of a lifestyle of happiness, positivity and well-being in the community. Furthermore, this criterion also focuses on the assessment of the operational performance indicators for service delivery to all customer segments so as to monitor, understand, predict and improve organizational performance.

3-1   Designing and managing service provision processes

A – 1   Capabilities of designing and managing service provision processes

This criterion includes the following:

■   Identifying and classifying services; managing and prioritizing the service provision processes needed to implement the government entity's strategy and objectives in accordance with the specifications outlined in the Service Manual issued by the Executive Council and, as part of the entity's management system, including those processes that go beyond the entity's boundaries and the use of appropriate management and improvement methods to manage and improve those processes.

Criteria of the Government Excellence Model in Dubai

Continuation / A - 1 Capabilities of designing and managing service provision processes:

- Developing and providing value-added services to customers through innovative solutions based on their current and future needs, as well as the active engagement of human resources, customers, partners and stakeholders.

- Improving and developing high-priority services and increasing their efficiency through the implementation of approved mechanisms and tools (such as Service Improvement methodology at Dubai the Model Centre) to analyze their current situation, design customer experiences and develop appropriate plans in order to implement and follow up improvement initiatives, eliminate unnecessary costly steps and follow up on these plans.

- Identifying owners for each process, as well as their roles and responsibilities in relation to the use, management and development of the structure of key process, as well as supporting and linking them to the customer experience.

- Designing and directly linking process performance indicators (operational and strategic) to the strategic plan.

- Addressing issues related to overlap and duplication in the performance of tasks and implementing service provision processes so as to enhance customer experience.

- Developing multiple service-delivery and communication channels with all customers for all services, based on their needs and expectations, in line with improving and developing service efforts.

Criteria of the Government Excellence Model in Dubai

A - 2 Capabilities of designing and managing joint service provision processes:

- Identifying partnerships in the area of service provision in light of organizational and strategic needs and capabilities, so as to strengthen joint service provision, including outsourcing and sub-contracting to the private sector. This also includes adherence to the relevant policies and procedures in managing these partnerships and assessing the impact of their implementation.

- Collaborating with partners and relevant entities to provide joint services, according to innovative design methodologies for services issued by the Executive Council, and to develop and simplify the joint services provision mechanisms and channels with a view to enhancing customer experience and transforming the government into an integrated and harmonious body **(One Government).**

- Coordinating with relevant partners to address issues related to overlap and duplication in performing tasks and implementing service provision processes so as to enhance customer experience .

- Applying service level agreements to ensure the required scope and level of services to be provided to all customers, whether government or non-government entities.

B - Assessment of the achievements and results related to the designing and managing service provisioning processes (including Joint services)

According to the government entity's work, objectives and activities, this criterion may include the following results:

Criteria of the Government Excellence Model in Dubai

B – 1 Performance indicators related to services (including Joint services)

Performance indicators provided by Dubai the Model Centre at the Executive Council:

- Results of customer satisfaction ratings of the government entity's service centers (according to the star rating system).

- Results of the quality of high-priority services, as per the annual improvement cycle agenda.

Performance indicators provided by the government entity:

- Results of periodic customer needs surveys conducted by the government entity during the year.

- Service availability indicators based on the nature of the service and customer needs.

- Results of productivity.

- Results of service provision effectiveness

- Results of service provision efficiency

- Service quality results with respect to service provision (guided by Dubai Model's Service Improvement Methodology).

- Results of compliance with partners and agreements related to service provision.

Criteria of the Government Excellence Model in Dubai

Continuation / Performance indicators provided by the government entity:

- Tangible and intangible results of service development.

- Results effectiveness of customer communication channels.

- Results of compliance with the service specifications, according to the Customer Service Charter.

B – 2 Perception measures of customers including joint services:

These measures reflect the opinions of customers benefiting from and affected, either directly or indirectly, by government entity activities and services. These opinions are gathered through questionnaires, focus groups, complaints, letters of acknowledgment, etc, according to the criteria set forth in the Customer Satisfaction Study conducted by the Government of Dubai.

Perception measures provided by the Executive Council:

- Results of the Customer Happiness Study conducted by the Executive Council

Perception measures provided by the government entity:

- Results of detailed customer happiness studies internally conducted by the government entity.

- Results of partner opinion studies with respect to service provision. These measures may include: the general perception, compliance with partnership terms and conditions, usefulness, assessment of communication channels, as well as cooperation in providing and exchanging information and ensuring transparency in relation to transactions and selection criteria.

Criteria of the Government Excellence Model in Dubai

Fourth Main Criterion: The Digital Government (5%)

This main criterion focuses on the level of digital maturity, the extent to which plans and policies that support the transformation to digital services are developed and executed so as to achieve both the entity's strategy and the Smart Dubai strategy, as well as the extent to which leading performance results are achieved in this area.

4-1 Developing and implementing digital transformation plans and policies

A – Capabilities of developing and implementing digital transformation plans and policies

This criterion includes the following:

- Developing and implementing a digital transformation strategy in accordance with the needs of the concerned groups and ensuring the efficiency and effectiveness of the government entity's operations and services according to clear criteria and priorities and in close alignment with Dubai's Smart City Strategy and the Dubai Cyber Security Strategy.

- Implementing the Dubai Paperless Transactions Strategy and achieving targets according to the entity's implemented plans.

- Delivering electronic/smart services with a high degree of quality, comprehensiveness and integration with other government entities' services and interconnected electronic/smart systems to apply the One Government concept.

Criteria of the Government Excellence Model in Dubai

Continuation / A - Capabilities of developing and implementing digital transformation plans and policies:

- Delivering digital services for customers on the DubaiNow portal, as the main channel designed to provide such services, complying with the requirements and criteria of the UAE PASS, and using the same as a main channel for this category of customers to receive such digital services.

- Developing, managing and integrating information websites and electronic and smart contact centers.

- Connecting and using central and shared electronic/smart systems, such as Government Resources Planning (GRP), Qarar, Muba-dara, the E-Payment System, and the Financial and Assets Management Systems, in addition to the systems and services of the Dubai Electronic Security Center (DESC), including Digital Certificates and the Security Operations Center, amongst others.

- Managing the government entity's electronic infrastructure in order to optimize resource utilization and support the principles of integration, sharing information and data with other government entities as per the Dubai Data Law, as well as optimizing utilization of the joint governmental services provided by Smart Dubai.

- Implementing information security and business continuity policies in the government entity so as to ensure the capacity-building necessary to face cybersecurity challenges, as well as implementation to international standards in this area in line with the entity's risk management policies and plan.

- Providing open and shared data, as per the regulations and laws in force.

- Building data analysis capacities to support decision-making.

- Collaborating with Dubai Data establishment to provide data on the Dubai Pulse portal.

Criteria of the Government Excellence Model in Dubai

B – Assessment of the achievements and results related to the development and implementation of digital transformation plans and policies

As per the government entity's mandate, objectives and activities. This criterion may include the following results:

B – 1 Performance indicators related to the development and implementation of digital transformation plans and policies:

Performance indicators provided by Smart Dubai office:

▪ Percentage of compliance with the applicable smart policies and regulations, such as:

- Websites' compliance with website quality standards.
- Government entities' compliance with electronic/smart service quality standards.
- Compliance with the Dubai Data Law.

▪ Percentage of adoption of shared solutions and services provided by Smart Dubai.

▪ Percentage of shared and open data available.

▪ Percentage of digital transformation of government services provided to companies and government entities.

Criteria of the Government Excellence Model in Dubai

Continuation / Performance indicators provided by Smart Dubai office:

■ Percentage of digital service transactions provided to companies and government entities out of total transactions (digital adoption).

■ Percentage of government services for individuals provided on the DubaiNow app.

■ Percentage of customer service transactions provided on the DubaiNow app out of total transactions (digital adoption).

■ Percentage of reduction in paper consumption in internal transactions (as per the Dubai Paperless Strategy)

Performance indicators provided by DESC:

■ Indicators of society's awareness of cybersecurity risks:

- Availability of cybersecurity professionals.
- Number of training hours provided to cybersecurity professionals.
- Percentage of UAE employees involved in the field of cybersecurity.
- Percentage of employees' commitment with respect to attending cybersecurity awareness workshops.
- Effectiveness of cybersecurity awareness workshops.

Criteria of the Government Excellence Model in Dubai

Continuation / Performance indicators provided by DESC:

■ Indicators of innovation (electronic):

- Entity's compliance with cybersecurity standards for new systems.

■ Cybersecurity indicators:

- Percentage of entity's compliance with information security standards.
- Percentage of compliance with and utilization of policies issued by DESC, such as the Internet of Things (IOT) and Cloud Computing security policies.
- Commitment to the use of central services provided by DESC, such as Digital Certificates and the Security Operations Center services.

■ Flexibility of cyberspace indicators:

- Efficiency of electronic systems.
- Level of cybersecurity in networks.
- Implementation of cyber immunization policy.

Criteria of the Government Excellence Model in Dubai

Performance indicators provided by the government entity:

- Performance results of interconnected processes and services that have been digitally developed and integrated with partners.

- Results of positive impact of digital transformation on the main business and activities of the entity, such as the positive impact on the environment and savings in process and service costs due to the digital transformation of transactions.

- Percentage of decrease in the number of visitors to the Service Centers as a result of services being transformed into smart services.

B – 2 Measures related to the opinions of customers, partners and stakeholders (perceptions):

These measures express the opinions of customers, partners and stakeholders with respect to the government entity's website, digital services, the linkage and integration of digital systems, direct and indirect provision of digital services through various channels, such as surveys, focus groups, complaints, suggestions, letters of recognition, etc., as applicable to the nature of the entity's work. Such measures may include the following:

Criteria of the Government Excellence Model in Dubai

Perception measures provided by the Smart Dubai Office:

■ Results of customer happiness in different categories regarding the digital services provided, the website, and the digital technologies applied, as reflected in the Happiness Index.

**Perception measures provided by the Executive Council:**

■ Percentage of employees' happiness with the internal digital services, work methods and approved implementation plans (based on the survey of employees' happiness levels conducted by the Executive Council)

Perception measures provided by the government entity:

■ Results of different categories of customers' happiness with the digital services provided, the website and the applied technology.

■ Results of stakeholders' happiness with the available contact channels (including the website, contact center and social media).

■ Results of the handling of feedback/suggestions submitted by all customer categories regarding digital services and innovative applications, such as customers' happiness with the way in which feedback and suggestions are processed.

■ Results of partner happiness with the level of compliance with partnership terms and conditions, the manner of application, the assessment of contact channels, assessment of the nature of the relationship and cooperation with partners, cooperation in the provision and exchange of information, as well as transparency in transactions and the selection criteria of partners.

Criteria of the Government Excellence Model in Dubai
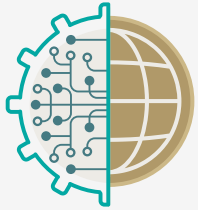
Second Pillar: Innovation (15%)

The second pillar consists of two main criteria, namely: Future Shaping and Innovation Management. The extent of implementation of these criteria is based on the nature of the entity's work in shaping the future, identification of the most important elements of ambiguity inherent in the outer boundaries and the impact of such ambiguity on the entity's work. These criteria also focus on the extent to which innovative strategy and pioneering initiatives are applied to the services offered, as well as the processes and programs implemented. This is to ensure the achievement of strategic objectives and to provide the highest levels of service to satisfy the needs of customers and stakeholders.

5

Fifth Main
Criterion:

**Future
Shaping**

6

Sixth Main
Criterion:

**Innovation
Management**

Criteria of the Government Excellence Model in Dubai

Fifth Main Criterion: Future Shaping (5%)

This main criterion focuses on the extent to which the entity has developed its capabilities in regard to future thinking through the enhancement of intellectual capital and continuous improvement towards the achievement of global leadership. Entities should respond to global and future changes with agility and future readiness through the use of various tools that help in shaping the future and through the analysis of expected and unexpected future trends, possibilities and results. Therefore, within the entity's culture and day-to-day work, it is required to formulate plans, policies and procedures that correlate with achievements beyond the bounds of current capabilities. Furthermore, this criterion focuses on the entity's efforts to understand future variables, to utilize or benefit from future trends, and to seize opportunities while maintaining strategic and practical agility throughout the entity's policies, processes and services with a view to achieving happiness for stakeholders and the community. This criterion also places emphasis on the extent to which relevant leading results are achieved in this area.

5-1 Future Thinking

A – Capabilities of future thinking

This criterion includes the following:

- Conducting ongoing awareness-raising workshops and technical training programs to build a culture in the field of future shaping and use of the acquired skills in relation with the entity's work

Criteria of the Government Excellence Model in Dubai

Continuation / A - Capabilities of future thinking:

- Developing customized tools for shaping the future to enhance the entity's work and boost the government's position.

- Providing and updating Big Data necessary for futuristic analysis and strategic foresight.

- Using quantitative and qualitative methods to predict the nature and importance of future trends and developments (social, economic, technological, environmental, etc.) and analyze their impact on the entity's work-related areas, as well as identifying and selecting the best alternatives based on these trends so as to benefit from, deal with or utilize them towards achieving the government entity's objectives.

- Depth of future thinking in developing futuristic proactive strategies, policies and initiatives based on accurate readings of future trends to enhance the government's position on a global level.

- Comprehensive cross-sectorial future thinking covering the government as a whole.

- Developing futuristic studies on the entity's level or cross-sectorial level.

Criteria of the Government Excellence Model in Dubai

B – Assessment of achievements and results related to future thinking

According to the government entity's work, objectives and activities, this criterion may include the following results:

B-1 Performance indicators related to future thinking

Performance indicators provided by the government entity:

- Results of disseminating a culture of future shaping within the government entity.

- Results of assessing the quality of future studies and tools of future shaping used for the formulation of strategies, policies and initiatives.

- Results of studies conducted by the entity to foresee its work prospects.

Criteria of the Government Excellence Model in Dubai

Sixth Main Criterion: Innovation Management (10%)

This main criterion focuses on the efforts exerted by the entity to identify clear strategic objectives for innovation, invest in research and scientific experiments, produce knowledge and ensure the creation of a positive work culture and environment that supports creativity, innovation and continuous improvement. This should be done through the implementation of systems and mechanisms designed to enhance the participation of stakeholders, government and non-government entities and the private sector in providing radical innovations and new and innovative services, and by implementing innovative ways to bring added value and happiness to all stakeholders in accordance with the Dubai innovation strategy. It also places emphasis on the extent to which relevant leading results are achieved in this area.

6-1   Developing and implementing innovation management systems

A – Capabilities of developing and implementing innovation management systems

This criterion includes the following:

- Developing, revising and updating an innovation strategy and policy in line with the government entity's vision, mission and strategy as well as the Dubai Innovation Strategy and Dubai Plan 2021.

Criteria of the Government Excellence Model in Dubai

Continuation / A - Capabilities of developing and implementing innovation management systems:

- Developing and implementing innovation management systems, including the use of clear criteria to determine priorities for improvement and development opportunities that require innovative solutions, as well as the selection of effective innovative ideas, in accordance with the government entity's strategy, Dubai Innovation Strategy and Dubai Plan 2021. These should contribute towards the achievement of the entity's strategy and Dubai Plan 2021, such as the provision of new and innovative services, the implementation of work activities, and the development of innovative initiatives, programs and policies that deliver added value to all stakeholders.

- Establishing a suitable work environment, appropriate channels and tools that motivate the participation of human resources, customers and stakeholders in innovation activities associated with the entity's mandate and in accordance with the standards and handbooks issued by the Executive Council.

- Building an effective partnership network with universities, scientific research centers and stakeholders in both the public and private sectors, with a view to supporting the innovation process to ensure the integrity and utilization of all potential and available resources.

- Preparing and implementing human resource development and capacity-building programs to enable them to contribute effectively in innovation and creativity activities.

- Ensuring the optimum utilization of knowledge and information to identify available opportunities for innovation and creativity.

Criteria of the Government Excellence Model in Dubai

B - Assessment of the achievements and results related to the development and implementation of innovation management systems

According to the government entity's work, objectives and activities, this criterion may include the following results:

B - 1 Performance indicators related to innovation management

Performance indicators provided by the Executive Council:

■   Results of the entity's readiness towards innovation (according to the Government Innovation readiness Index).

Performance indicators provided by the government entity:

■   Percentage of patented innovations or protected intellectual properties.

■   Tangible and intangible results achieved due to the implementation of innovative ideas in processes and service provision, as well as those that support the achievement of strategic objectives.

■   Results of human resources capacity-building and the strengthening of the culture of innovation.

■   Results of innovative projects, initiatives and programs implemented with partners in government and private sectors.

■   Results of services, processes and leading work models that have been developed and implemented.

Criteria of the Government Excellence Model in Dubai

Third Pillar: Enablers (25%)

The third pillar consists of four main criteria, namely: Human Capital and Emiratization, Assets Management, Financial Resources Management, and Governance. The extent of the implementation of these criteria is based on the nature of the entity's work in terms of assets and resources used.

7	8	9	10
Seventh Main Criterion: **Human Capital and Emiratization**	Eighth Main Criterion: **Assets Management**	Ninth Main Criterion: **Financial Resources Management**	Tenth Main Criterion: **Governance**
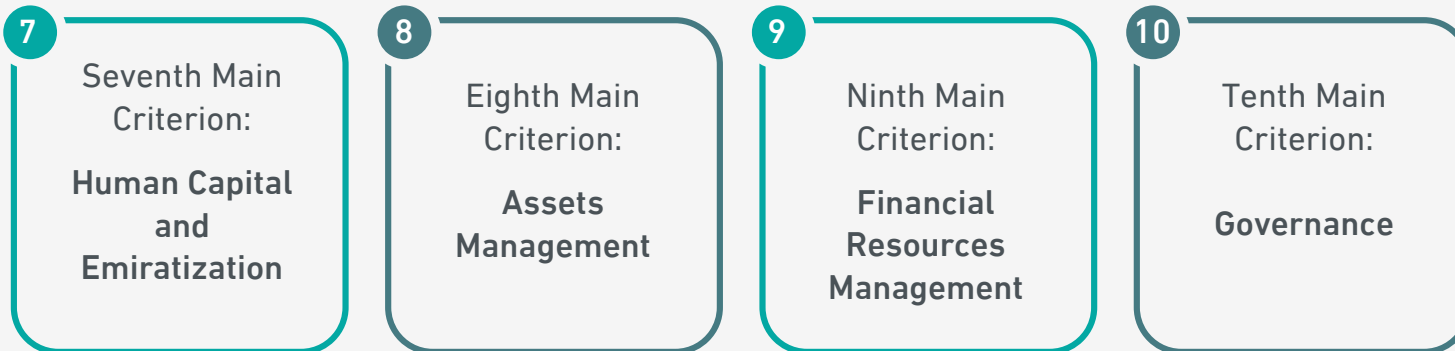
Criteria of the Government Excellence Model in Dubai

Seventh Main Criterion: Human Capital and Emiratization (10%)

This main criterion focuses on the investment in, sustainability and improvement of human capital and citizens' efficiency and productivity, as well as the promotion of a happy, positive and innovative work environment. This should be done through the development of policies and plans needed to achieve the individuals' and entity's objectives and the provision of services designed to increase employees' happiness and well-being in accordance with human resource laws, regulations and complementary systems. The criterion also includes recognizing, rewarding, motivating and empowering human resources to improve their capabilities in the field of innovation. This criterion also focuses on attracting and maintaining Emarati and specialised competencies and achieving gender balance. Furthermore, it places emphasis on the extent to which relevant leading results are achieved in this area.

7-1 Developing human capital

A – Capabilities of developing human capital

This criterion includes the following:

- Identifying the behavioral and technical skills and competencies, as well as the human resource capabilities needed to achieve the entity's strategy, in line with the organizational structure, general framework of processes, employment, performance, job descriptions and the development of relevant manpower plans to make it viable.

Criteria of the Government Excellence Model in Dubai

Continuation / A - Capabilities of developing human capital:

- Developing and implementing integrated work policies and systems covering various aspects related to the management of processes and pertaining to recruitment, employment, professional development, career planning, transition and grievances, motivation, recognition, planning systems and other related HR systems. These must be completed while simultaneously ensuring the provision of high-quality services to human resources, in accordance with HR laws, regulations and complementary systems, so as to ensure fairness, equal opportunities and transparency.

- Identifying training needs based on accurate information and scientific bases, in addition to the development and implementation of training plans using various forms of training and continuous education, so as to ensure the acquisition by human resources of the required knowledge, skills and behaviors. This also includes measuring the effectiveness and impact of training on the performance and behavior of human resources, including the development of middle cadres and succession planning.

- Assessing the performance of human resources so as to ensure fairness, equal opportunities and transparency, providing regular feedback on performance levels, the attainment of individual objectives and the competencies required to improve these levels, and linking these assessment results to career advancement, rewards and incentives.

- Empowering human resources and providing them with the necessary tools, information, skills and authorities to ensure their maximum contribution in fulfilling objectives.

Criteria of the Government Excellence Model in Dubai

Continuation / A - Capabilities of developing human capital:

- Encouraging and rewarding leading achievements at all levels within the entity (employees and work teams) in a timely and appropriate manner, as well as creating a positive competitive environment among them.

- Providing a happy, healthy, safe and suitable work environment that contributes to the motivation of human resources in order to improve their productivity and creativity, and to achieve a balance between their professional and personal lives.

- Enabling and enhancing the role of women and creating a supportive environment for women and working mothers through renewed policies and supportive programs, such as the provision of nurseries, flexible working hours or supportive policies for working mothers, and linking these policies and programs to the Dubai Competitiveness Indicators.

- Developing a plan for communications between the leadership team and human resources. This plan should include several communication channels based on human resources' needs, expectations and the entity's nature of work.

Criteria of the Government Excellence Model in Dubai

B - Assessment of the achievements and results related to the development of the human capital

B – 1 Performance indicators related to the development of human capital

Performance indicators provided by Dubai Government Human Resources Department:

◼ Human Resources Indicators:

- Productivity.
- Rate of training hours per employee.
- Percentage of trainees.
- Percentage of employees with performance management system in the GRP.
- Average number of absent days per employee.
- Average periods of sick leave per employee.
- Percentage of employee turnover.

◼ Indicators of compliance with HR laws.

Performance indicators provided by the government entity:

◼ Results of human resources development.

◼ Results of motivation and participation.

Criteria of the Government Excellence Model in Dubai

Continuation / Performance indicators provided by the government entity:

- Results of happiness.

- Results of services provided to human resources.

- Results of communication with human resources.

B – 2 Perception measures of human resources

Perception measures of human resources provided by the Executive Council:

- Job satisfaction index.

- Job engagement index.

- Job loyalty index.

- Positivity in work environment index.

Criteria of the Government Excellence Model in Dubai

7-2 **Emiratization**

A – Capabilities related to Emiratization

This criterion includes the following:

- Developing and implementing an integrated plan for Emiratization.

- Attracting, employing and maintaining Emirati human resources.

- Developing programs designed to ensure career and professional advancement for Emirati human resources.

- Developing skills of national Emirati resources in specialized fields.

- Developing programs designed to encourage Emirati employees to work in jobs with low Emirati employment rates.

Criteria of the Government Excellence Model in Dubai

B – Assessment of the achievements and results related to Emiratization

B – 1 Performance indicators related to Emiratization

Performance indicators provided by Dubai Government Human Resources Department:

- Percentage of Emirati employees in different job categories (leadership, supervisory).

Performance indicators provided by the government entity:

- Percentage of Emirati employees in different job categories (leadership, supervisory, executive, specialized and technical).

- Percentage of Emirati employees holding professional and specialized certificates.

- Percentage of increase in the number of Emirati employees.

- Job continuity rate of Emirati employees.

B – 2 Perception measures of human resources provided by the Executive Council:

- Results related to questions about Emiratization in employees' happiness study.

- Results related to Emirati employees' happiness.

Criteria of the Government Excellence Model in Dubai

Eighth Main Criterion: Asset Management (5%)

This main criterion focuses on the entity's efficient and effective management of its assets with a view to supporting relevant strategies and policies and ensuring the preservation and optimal use of such resources. This criterion also places emphasis on the extent to which relevant leading results are achieved in this area.

8-1 Planning and management of assets

A – Capabilities of planning and managing assets

This criterion includes the following:

- Developing and implementing long-term policies and plans to manage assets, facilities and equipment, while supporting the government entity's policy and strategy in line with the UAE Green Growth Strategy .

- Optimal use of assets, including related facilities and equipment, and the management of their life cycles, thereby ensuring the security, sustainability, efficiency and effectiveness of such assets through maintenance programs, especially those of preventive maintenance.

- Applying environmental specifications in procurement processes, including the use of environmentally friendly materials to ensure the preservation of the environment and non-renewable resources.

- Applying Green Building Standards.

Criteria of the Government Excellence Model in Dubai

Continuation / A – Capabilities of planning and managing assets:

■ Optimal management of warehouses and stores, including the accurate recording of data and updating of assets and materials inventories.

■ Educating employees and relevant stakeholders on the optimal use and preservation of assets.

B – Assessment of the achievements and results related to the planning and management of assets
According to the government entity's work, objectives and activities, this criterion may include the following results:

B 1– Performance indicators related to managing assets

■ Performance indicators provided by the government entity:

- The efficient use of assets.
- Results related to inventory management.
- Results of efficient and effective maintenance processes.
- Results of expenditure reduction associated with asset management.
- Results of reduction of non-renewable material and resources consumption.
- Results of using environmentally friendly materials.
- Results of Green Building Standards compliance.

Criteria of the Government Excellence Model in Dubai

Managing relationships with suppliers

A - Capabilities of managing relationships with suppliers

This criterion includes the following:

- Developing a framework and terms for a long-term relationship (partnership) with suppliers so as to achieve mutual benefit and lead to the development of sustainable relationships that support the entity's objectives of providing added value to stakeholders and reducing costs and expenditure.

- Transparent dealings with suppliers and the dissemination of suppliers' selection and assessment criteria (such as the amendment and revision of contracts, classification of suppliers, and referral of bids, among others).

B - Assessment of the achievements and results related to the management of relationships with suppliers
According to the government entity's work and objectives, this criterion may include the following results:

Criteria of the Government Excellence Model in Dubai

B – 1 Performance indicators related to the management of relationships with suppliers

Performance indicators provided by the government entity:

- Suppliers' assessment results.

- Results related to reduction of procurement-related expenditure.

- Results related to addressing suppliers' feedback.

- Results related to procurement from local SMEs.

B – 2 Perception measures of suppliers

Perception measures provided by the government entity:

These measures reflect the opinion and perception of suppliers with respect to the government entity's cooperation, compliance with partnership terms and conditions, usefulness, cooperation in providing and exchanging information and ensuring transparency in transactions, as well as the assessment of direct or indirect communication channels, such as questionnaires, focus groups, feedback, suggestions, and acknowledgment letters, amongst others. According to the entity's work, such metrics may include the following:

- The suppliers' happiness indicator, including general perception, commitment to contract terms and conditions, communication channels, transparency in transactions and selection criteria.

Criteria of the Government Excellence Model in Dubai

Ninth Main Criterion: Managing Financial Resources (5%)

This main criterion focuses on the entity's effective management of its financial resources so as to ensure the achievement of its strategic objectives and remarkable results in terms of efficient financial management. This includes adherence to the budget and the identification of expenditure priorities in order to meet customers' needs and interests and eliminate non-value adding expenses. This criterion also places emphasis on the extent to which relevant leading results are achieved in this area.

A - Capabilities of managing financial resources

This criterion includes the following:

- Developing and implementing long-term policies, plans and financial processes to support the achievement of the government entity's strategy.

- Designing needs assessments, financial planning, internal control, monitoring and audit processes, as well as the preparation of financial reports to ensure the optimal use of resources in an effective and efficient manner.

- Applying expenditure rationalization programs so as to ensure the delivery of added value to customers and stakeholders.

- Applying the principles of calculating the costs of processes and services, as per the Service Cost Guide issued by the Department of Finance, to improve efficiency.

Criteria of the Government Excellence Model in Dubai

Continuation / A – Capabilities of managing financial resources

- Analyzing results and achievements in comparison to approved financial resources.

- Preparing feasibility studies for projects and analyzing financial implications and alternatives to choose those most appropriate.

- Applying regulations, laws and guidelines related to various financial fields effectively and utilizing the recommendations and observations of the entity concerned with financial control in the government.

- Ensuring the execution of an external audit on the entity's balance sheet, according to the requirements of the Financial Regulations (Law No. 1 of 2016 and its Executive Regulations).

B – Assessment of the achievements and results related to the management of financial resources

According to the government entity's work and objectives, this criterion may include the following results:

B 1– Performance indicators related to managing financial resources

Performance indicators provided by Dubai Government Department of Finance:

- Accuracy of budget preparation (including the degree of deviation between the entity's approved budget and its actual spending, percentage of the approved budget's total redeployments, compliance with the budget submission deadline, and percentage of the total additional provisions to the approved budget)

Criteria of the Government Excellence Model in Dubai

Performance indicators provided by the government entity:

- Accuracy of financial planning of revenues.

- Accuracy of financial planning of expenses.

- Results of reduced expenses resulting from the rationalization of expenditure programs.

- Percentage of the entity's collection of its accrued debts.

- Percentage of tax returns submitted on time.

- Percentage of the entity's IPSAS compliance with respect to the issuing of financial statements.

- Percentage of financial statements issued on time by the government entity.

- Extent to which financial statements of the entity fairly present its financial position and performance as outlined in the external audit reports.

Criteria of the Government Excellence Model in Dubai

Tenth Main Criterion: Governance (5%)

This main criterion focuses on the efficiency and effectiveness of the overall framework of governance so as to ensure the fulfillment of the accountability and transparency principles by government entities toward stakeholders and the community in terms of their performance and compliance with the legislations and regulations, including those related to intellectual property rights. Furthermore, it places emphasis on the extent to which relevant leading results relating to governance and risk management are achieved.

10-1 Developing and implementing an overall framework for governance

A – Capabilities of developing and implementing an overall framework for governance

This criterion includes the following:

- Developing and implementing an effective and comprehensive framework and policies for governance in various work fields within the government entity. All activities and decisions made should be in the best interest of the entity and should aim to achieve its objectives, ensuring that there are no conflicts of interest nor abuse of authority on any administrative levels or systems, including administrative management, human resources management, financial management, information and technology management, project management, resources and asset management.

- Fulfilling governance principles related to the separation of control and regulatory activities from service and operational activities, as well as identifying powers, responsibilities (organizational relationships), decision-making mechanisms and authorities.

Criteria of the Government Excellence Model in Dubai

Continuation / A – Capabilities of developing and implementing an overall framework for governance

- Creating a working environment based on integrity, justice and transparency, so as to ensure the achievement of government entity objectives as well as the objectives of the Government of Dubai and the UAE.

- Complying with the legislation, laws and requirements of government programs and effectively following-up on the results of assessment and audit reports by relevant entities in charge of administrative and financial control, such as the Department of Finance and the Financial Audit Department.

- Applying criteria designed to preserve the entity's and stakeholders' intellectual property rights.

- Developing and implementing an internal and external organizational communication strategy that includes supportive policies for communication, knowledge transfer, information-sharing and disclosure through channels made available to all stakeholders at appropriate times (referring to a published handbook or policy).

- Implementing initiatives, activities and procedures designed to activate communication policies, support transparency and respond to internal and external communication channels. The objective is to facilitate the development and implementation of plans, and to provide services with a view to achieving efficiency, effectiveness, happiness and positivity in internal and external work environments for customers, human resources and all stakeholders.

- Implementing initiatives, activities and procedures designed to measure the organization's reputation and improve its status in the community and public opinion.

B – Assessment of the achievements and results related to the development and implementation of an overall framework for governance

According to the government entity's work, objectives and activities, this criterion may include the following results:

Criteria of the Government Excellence Model in Dubai

B – 1 Performance indicators related to the overall framework of governance

According to the government entity's work, objectives and activities, this criterion may include the following results:

Performance indicators provided by Dubai Government Legal Affairs Department:

- Observations of Legal Affairs Department on the number and categorization of legal complaints made against the entity due to the infringement of legislations.

Performance indicators provided by Dubai Government Department of Finance:

- Observations of the Department of Finance with respect to budget execution and circulation thereof.

Performance indicators provided by Dubai Government Financial Audit Department:

- Observations provided by the Financial Audit Department.

Performance indicators provided by the government entity:

- Observations set out in the internal and external audit reports, as well as the assessment and audit reports of systems, categorized in terms of their importance.

- Percentage of observations, set out in the assessment and audit reports, which have been handled on time.

Criteria of the Government Excellence Model in Dubai

B – 2 Perception measures of stakeholders in relation to governance

These metrics reflect the opinions and perceptions of stakeholders related directly or indirectly to governance through question-naires, focus groups, feedback, suggestions, and acknowledgment letters, amongst others. According to the entity's work, such metrics may include the following:

Perception measures provided by the government entity:

- Results of applying the principles of transparency, integrity and justice when dealing with customers.

- Results of applying the principles of transparency, integrity and justice when dealing with human resources.

- Results of applying the principles of transparency, integrity, justice and equal opportunities and standardized selection criteria when dealing with suppliers.

10-2 Developing and implementing risk management plans

A – Capabilities of developing and implementing risk management plans
This criterion includes the following:

- Identifying all kinds of potential risks, crises and disasters (e.g. strategic, financial and environmental risks, information security, operational risks, occupational health, safety risks, etc.), as well as the probability of their occurrence and resulting impacts.

Criteria of the Government Excellence Model in Dubai

Continuation / A – Capabilities of developing and implementing risk management plans

▪ Preparing a risk management plan that includes activities, responsibilities, time frames and required resources.

▪ Identifying alternative scenarios and plans to cope with changes and developments that could prevent the achievement of strategic objectives and the implementation of processes, projects, initiatives and programs so as to ensure business continuity for the government entity.

▪ Developing and implementing a communication plan so as to ensure effective communication among all stakeholders with regards to risks, crises and disasters.

B – Assessment of the achievements and results related to developing and implementing of risk management plans
According to the government entity's work, objectives and activities, this criterion may include the following results:

B – 1 Performance indicators related to developing and implementing risk management plan

Performance indicators provided by DESC:

▪ Indicators related to planning for business and activities continuity, such as ensuring the availability of information, services and important work procedures within the government entity through the provision of information technology services to minimize business impact in case of service interruption or change. This should be achieved by ensuring that the information technology infrastructure is able to recover functions in case of failures resulting from errors, attacks or disasters.

Criteria of the Government Excellence Model in Dubai

Continuation / B – 1 Performance indicators related to developing and implementing risk management plan

Indicators provided by the government entity:

- Results related to successful training exercises and drills designed to address crises and disasters.

- Results related to effective communication channels to reduce the impact of risks, crises and disasters.

- Success rate of emergency plans addressing risks, should they occur.

- Statistics generated with respect to crises and disasters.

- Number of risks that were eliminated by overcoming their underlying causes.

- Results related to incidents resulting from the entity's activities and processes, such as number of work-related injuries.

Elite Model 2020

Elite level Goals

1 — Encouraging government entities that have achieved advanced levels of excellence through new and variable challenges.

2 — Boosting the exchange and transfer of knowledge and joint government work between government entities.

3 — Assessing the best practices of government entities in priority fields for Dubai government.
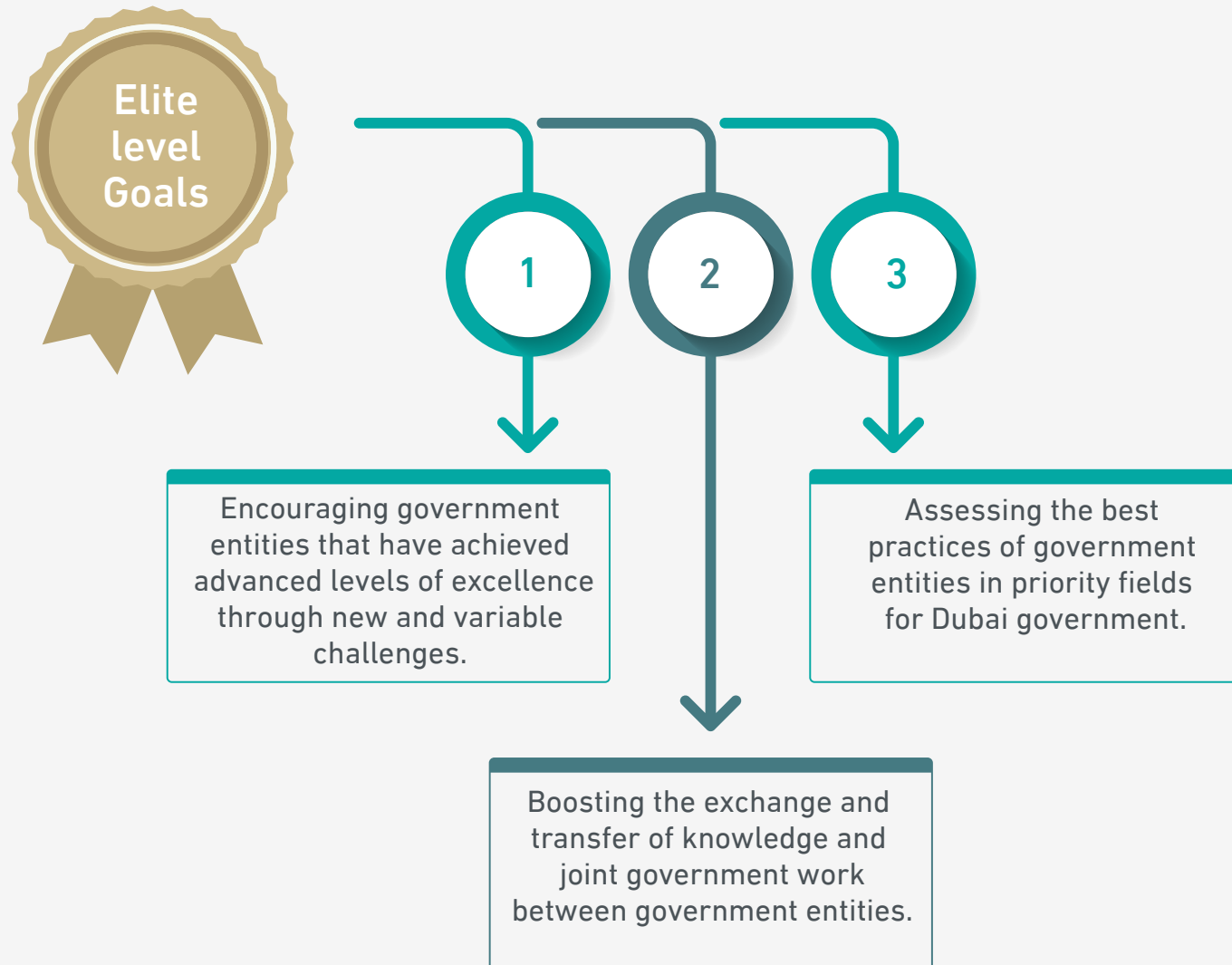
Elite Model 2020

Elite Model
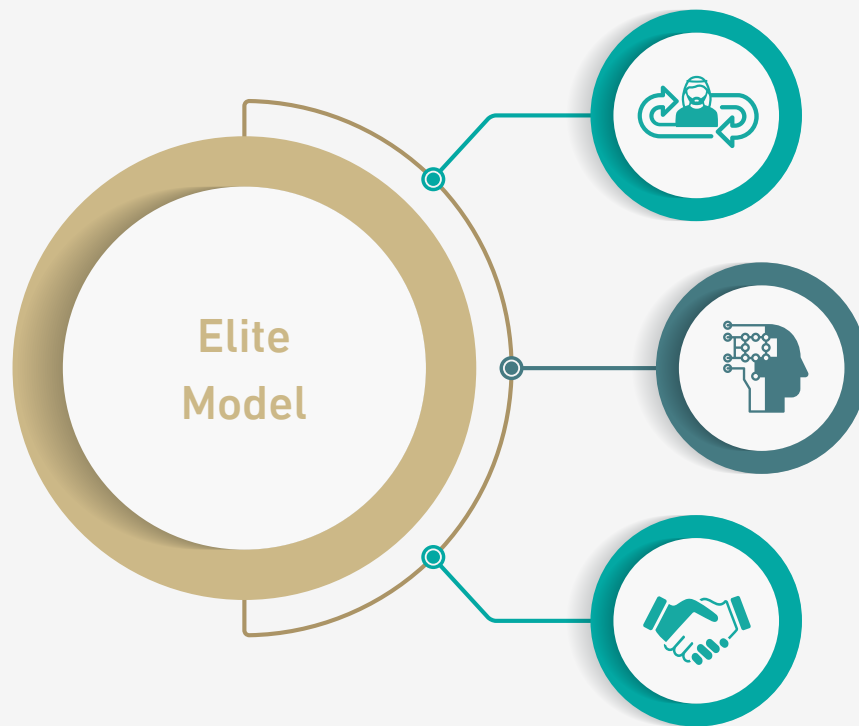
Organizational Agility

An entity's ability to respond quickly to changes in its internal and external environments and seize opportunities to achieve leadership; including corporate flexibility and the ability to change work mechanisms and internal resources to fit in with variables.

Data Science and Artificial Intelligence (AI)

An entity's ability to develop effective services and policies according to facts and data using state-of-the-art data sciences and Artificial Intelegence technologies, thus achieving greater efficiency, effectiveness, and added value to government services and institutional performance in general.

Partnership

An entity's ability to activate partnerships with both the government and non-government sectors, including members of society, in order to provide innovative, pre-emptive solutions to society's urgent needs, improve the effectiveness, efficiency, and quality of governmental work, and to provide added-value services for customers, and take advantage of the private sector's efficiency and capabilities whether financial, technical or otherwise.

Assessment Tool

Main Principles of the Assessment Process

The DGEP assessment approach consists of three main sections:

1 Capabilities assessment (via three main pillars including assessment of effectiveness, efficiency, learning and development).

2 Results assessment (via four main pillars including assessment of comprehensiveness and usability, result achievement, performance development and leading position).

3 Elite criteria assessment (via level of superiority in criteria selected for the Elite model).

The relevant section can should be used to assess each excellence level as follows:

level	Assessment Criteria	Assessment section	Final Result
Elite Level	Elite criteria	Capabilities assessment %70 Results assessment %30	%20 ⌉ %100
	Results criteria in the government excellence model	Results assessment %100	%80 ⌋
Excellence Level	Results criteria in the government excellence model	Results assessment %100	%100
Basic Level	Capabilities criteria in the government excellence model	Capabilities assessment %30	%100
	Results criteria in the government excellence model	Results assessment %70	

Assessment Tool

Below is a detailed explanation of each assessment tool section:

Capabilities Assessment Pillars

Effectiveness:

The leading government entity designs and implements policies, plans, systems, programs, processes, services, projects and initiatives (capabilities) that fulfill the needs and demands of all stakeholders and stimulate their active engagement. This has to be in line with the nature of activities and mandate of the entity, and also compliant with best practices. Implementation of all of these leads to positive results that effectively contribute to the strategy of the entity, and to the Dubai plan 2021, as well as adding value to all stakeholders.
Effectiveness scores are calculated based on the percentage of capabilities that meet the demands of all stakeholders and are commensurate with the entity's nature of work and best practices, and whose implementation has led to the targeted strategic results.

Efficiency:

When implementing work programs, systems and operations and providing services, the leading government entity carry out the implementation process in ways that ensure optimal utilization of resources (human, technological, equipment, buildings, etc) and prudent expenditure, which ensures the prioritization of expenditure to meet the needs and interests of those involved and discards expenses in fields that don't offer added value.
Efficiency score is calculated based on the percentage of capabilities that were applied, ensuring efficient and prudent expenditure.

Learning and Development:

The leading government entity continuously improves its policies, plans, systems, action programs, processes, services, projects and initiatives, using creative ideas and innovative approaches based on learning outcomes obtained from the performance results of the entity, the best practices, and active participation of stakeholders.
Learning and development scores are calculated based on how continuous and effective the learning and development process is within the entity.

Assessment Tool

Capabilities Assessment Tool					
Assessment Pillars	**0-10**	**15-35**	**40-60**	**65-85**	**90-100**
Effectiveness (60%) — Do the capabilities fulfill the needs of all stakeholders and contribute to achievement of the strategy?	They don't fulfill the needs of stakeholders or contribute to achieving strategic results	They fulfill some of the needs of stakeholders and partly contribute to strategic results	They fulfill the needs of most stakeholders and partly contribute to achieving strategic results	They fulfill most of the needs of the stakeholders and contribute to achieving strategic results to a great extent	They fulfill the needs of all existing and potential stakeholders and contribute to achieving and sustaining all strategic results
Do the capabilities correspond to the nature of the entity's work, in line with best practices?	Do not correspond to the entity's nature of work nor are in line with any best practices	Somewhat correspond to the entity's nature of work and partially in line with best practices	Greatly correspond to the entity's nature of work and in line with best practices	Completely correspond to the entity's nature of work and is considered among best global practices	Completely correspond to the entity's nature of work and considered unique best practices to be set as an international benchmark
Efficiency (20%) — Are capabilities implemented in ways that ensure optimal utilization of various resources and rational spending?	The entity does not take into consideration the optimal utilization of resources or rational spending during implementation	The entity somewhat takes into consideration the optimal utilization of resources and rational spending during implementation	The entity largely takes into consideration the optimal utilization of resources and rational spending during implementation	All resources are optimally utilized and the entity completely takes into consideration rational spending during implementation	The entity is considered an international benchmark in the optimal utilization of resources and rational spending
Learning and Development (20%) — Are capabilities improved by creative ideas and innovative methods based on analysis and learning from performance results and best practices	No such improvement or analysis is made and the entity does not learn from performance results and best practices	Such improvement is somewhat achieved by creative ideas and innovative methods based on analysis and learning from performance results and best practices	Such improvement is largely achieved by creative ideas and innovative methods based on analysis and learning from performance results and best practices	Such improvement is continuously and comprehensively achieved using creative ideas and innovative methods based on analysis and learning from performance results and best practices	The entity is considered an international benchmark as a learning and innovative entity

Assessment Tool

Rules for applying the assessment tool in the Capabilities field

To calculate the total Capabilities result, follow the steps below:

1

Assess each of the main and secondary pillars out of 100 marks.

2

Calculate the main pillar's comparative score (Effectiveness) by calculating the average score of the two secondary pillars (whether they meet the needs of all stakeholders and contribute to the achievement of the strategy and whether the capabilities correspond to the nature of the entity's work, in line with best practices) out of 100 marks. Then multiply the score of the arithmetic mean by the main pillar's standard weight (60%).

3

Calculate the comparative score for the main pillar (Efficiency) by multiplying the main pillar's score out of 100 marks by the main pillar's standard weight (20%).

4

Calculate the comparative score of the main pillar (Learning and Development) by multiplying the main pillar's score out of 100 marks by the main pillar's standard weight (20%).

Calculate the final score for Capabilities by adding the comparative score of the three main assessment pillars: Effectiveness, Efficiency, and Learning and Development.

Assessment Tool

Results assessment pillars

Comprehensiveness and Usability:

Leading government entities provide sufficient, accurate information to decision-makers and all stakeholders, regardless of their level, showcasing the progress made in achieving the strategy and capability performance (operations, projects, services and policies) to help them predict the entity's future performance through an integrated system of performance indicators that are balanced and are suitable to the entity's nature of work and cover all fields against which the entity needs to measure.

Comprehensiveness and Usability score is calculated based on the percentage of indicators that cover the required measurement field, and have targets, the reliability and accuracy of which has been verified from the total indicators used.

Results Achievement:

Leading government entities sets logical, ambitious targets that earn them a competitive advantage, spur employees to rise up to the challenge, and work on achieving them and the desired impact.

Results achievement score is calculated based on the percentage of achieved indicators, and the effect of total indicators with logical, ambitious targets.

Assessment Tool

(cont.) Result Assessment Pillars

Performance Improvement:

The leading government entity continuously achieves improvement in its performance results, effectively learns from previous performances, learns from best practices, and capitalizes on effective developments and innovation in the entity.

Performance Improvement score is calculated based on the percentage of indicators that achieved positive improvements or good performance stability over at least three measurement periods or three years, whichever is longer.

Leading Position:

Leading government entities obtain global leading positions in their field of work based on the results they achieve, which also contribute to securing leading positions for the country in global rankings, indices and reports.

Leading Position score is calculated based on the percentage of indicators in which the entity has achieved leading positions in its field of work and/or secured a leading position for the country.

Assessment Tool

Results Assessment Tool					
Assessment Pillars	0-10	15-35	40-60	65-85	90-100
Comprehensiveness and Usability (50%) Are all the appropriate indicators measured to monitor, understand and predict capabilities performance and the levels of success in achieving the strategic plan?	No measurement of appropriate indicators for the nature of capabilities and monitoring of strategic plan achievement	Some of the appropriate indicators for the nature of capabilities and monitoring of the strategic plan achievement are measured	Most appropriate indicators for the nature of capabilities and monitoring the strategic plan achievement are measured	All indicators appropriate for the nature of capabilities and monitoring the strategic plan achievement are measured	All indicators appropriate for the nature of capabilities and monitoring the strategic plan achievement are measured using innovative, unprecedented indicators
Results Achievement (20%) Are the targets set logical and ambitious? Have the targets been achieved? Has the desired impact been realized through achieving the targets set?	Targets are unreasonable nor ambitious or none have been achieved and neither has the desired impact	Some of the reasonable, ambitious targets were achieved and the desired impact was partially realized	Most of the reasonable, ambitious targets were achieved, while the desired impact was moderately realized	All reasonable, ambitious targets were achieved, while the desired impact was greatly realized	All reasonable, ambitious targets were achieved, and the desired impact was fully realized, and the entity will continue their achievement in the future
Performance Improvement (20%) Is the learning and performance development process effective in the entity?	There was no improvement or good performance stability	There is improvement or good performance stability for some results over three years	There is improvement or good performance stability for most results over three years	There is improvement or good performance stability for all results over three years	There is improvement or good performance stability for all results over six years
Leading Position (10%) Do the achieved results place the entity and country in a global leading position?	The entity has not achieved any global leading positions	The entity/country has achieved global leading positions in some fields	The entity/country has achieved global leading positions in many fields	The entity/country has achieved global leading positions in most fields	The entity/country is considered the best globally in all fields

Assessment Tool

Assessment supporting Pillars for the Elite and Excellence Levels

Entities participating in the Elite and Excellence categories are assessed in terms of the above Results Assessment tool, in addition to additional supporting sub-criteria in the following pillars:

Results achievement	Results are achieved through capabilities that represent best practices	0-10	15-35	40-60	65-85	90-100
	Are the results achieved through capabilities that are appropriate to the entity's work and compatible with best practices?	Results are achieved through capabilities that are neither appropriate to the entity's work nor in accordance with best practices	Results are achieved through capabilities that are somewhat appropriate to the entity's work and partially compatible with best practices	Results are achieved through capabilities that are greatly appropriate to the entity's work and compatible with best practices	Results are achieved through capabilities that are completely appropriate to the entity's work and are considered to be among global best practices	Results are achieved through capabilities that are completely appropriate to the entity's work and are considered unique practices that serve as models
	Results are achieved through capabilities that ensure optimal resource utilization	0-10	15-35	40-60	65-85	90-100
	Are results achieved through capabilities that ensure optimal utilization of available resources?	Results are achieved through capabilities that are neither appropriate to the entity's work nor in accordance with best practices	Results are achieved through capabilities that ensure optimal resource utilization and prudent expenditure	Results are achieved through capabilities that greatly ensure optimal resource utilization and prudent expenditure	Results are achieved through capabilities that, when applied, fully ensure optimal utilization of all resources and prudent expenditure	The entity sets a model for the world to follow in its optimal utilization of resources and prudent expenditure

Performance Improvement	Effectiveness of learning and development	0-10	15-35	40-60	65-85	90-100
	Is performance improved using analysis, learning and comparison processes based on best practices? Is performance developed using creative ideas and innovative methods?	Performance is not improved by analysis or learning from performance results and best practices	Performance is improved to some extent using creative ideas and innovative methods based on analysis and learning from performance results and best practices	Performance is greatly improved using creative ideas and innovative methods based on analysis and learning from performance results and best practices	Performance is improved continuously and comprehensively using creative ideas and innovative methods based on analysis and learning from performance results and best practices	The entity is considered a model to follow as an educated, innovative institution

Assessment Tool

Rules for Applying Assessment Tools in Results

Results Assessment Comprises Two Main Sections:

First Section:

■ This section concerns the main pillar (Comprehensiveness and Usability) through which the field covered by the entity is assessed with appropriate indicators. Accordingly, this section is used to determine the final score as follows:

1
The main pillar (Comprehensiveness and Usability) is assessed out of 100 points

2
The relative score of the main pillar (Comprehensiveness and Usability) is calculated by multiplying the score out of 100 points by the pillar's standard weight (50%)

3
Lastly, the relative weight of the score of the main pillar (Comprehensiveness and Usability) is calculated by dividing the score obtained in Step 2 by 50 (so, 50 will represent the full score if this pillar achieves 100 points)

Second Section:

■ This section includes three main pillars (Results Achievement, Performance Improvement, and Leading Position). These pillars assess the performance of the relevant indicators covered by the entity and determined by the first pillar:

1
Each of the three assessment pillars is assessed out of 100 points

2
The relative score of the three main pillars (Score Achievement, Performance Improvement, and Leading Position) are calculated by multiplying the score out of 100 points by the standard weight of each of these main pillars (20%, 20% and 10%, respectively)

3
The score of each of the three main pillars calculated in Step 2 is multiplied by the relative score of the main pillar (Comprehensiveness and Usability), as calculated in Step 3 of the First Section

Assessment Tool

Rules for Applying Assessment Tools in Results (cont.)

The final outcome of the scores is calculated as follows:

- The score of the main pillar (Comprehensiveness and Usability), as calculated in Step 2 of the First Section, is added to the scores of the three main pillars (Results Achievement, Performance Development, and Leading Position), as calculated in Step 3 of the Second Section.

Each criterion's total score is calculated as follows:

- The Capabilities score is added to the results score.

- Each main criterion's score is multiplied by the main pillar's weight as determined in the Government Excellence model criteria

Assessment Tool

Elite Criteria Assessment

- Government entities are assessed through a pillar that includes three criteria that are updated after each assessment cycle, in which the names of the participating entities are announced. Entities participating in the Elite Level can select two out of the three criteria only. The criteria are updated according to the following:

  - Latest achievements and international government best practices
  - Leadership directives and Dubai Government priorities.

- Assessments are carried out by a team of international experts in the criteria fields (in addition to the system's assessment team) who meet with the government entity's team during a site visit to assess the entity.

- Each criterion includes a number of questions about the institutional capabilities and results achieved within the relevant field.

- In light of the leading team's answers to the interview questions (together with the evidence provided), the team of experts determines the entity's level of achievement within each criterion as follows:

  - Basic Level: 0-35 %
  - Intermediate Level: 40-70 %
  - Advanced Level: 75-100 %

- Each criterion is assessed out of 100 points (70 for Capabilities and 30 for Results), and the average is then calculated (criteria of equal weights).

- The Elite criteria assessment points is added to the government entity's points in the Government Excellence system of assessment as follows: 80% for Excellence Model assessment and 20% for Elite assessment.

Assessment Tool

Elite Assessment Matrix: **Organizational Agility**

	No.	Interview Questions	Basic Level 0-35	Intermediate Level 40-70	Advanced Level 75-100
Capabilities	1	How is work reorganization and resource re-deployment carried out internally among departments to achieve specific goals or implement a specific project without interference from higher management?	A number of practices are in place to ensure internal work reorganization and resource re-deployment among departments to achieve a number of goals or implement a number of projects without interference from higher management	Effective systems and mechanisms are in place to ensure work reorganization and resource re-deployment internally among departments to achieve many goals or carry out many projects without interference from higher management	Effective and innovative systems and mechanisms are in place to ensure work reorganization and resource re-deployment internally among departments to achieve all goals or carry out all projects without interference from higher management
	2	How many projects were carried out by cross - functional teams to improve performance or services?	Some projects were carried out by cross - functional teams to improve performance or services	Many projects were carried out by cross - functional teams to improve performance or services	All projects are carried out by cross - functional teams effectively and innovatively to improve performance and services
	3	How are internal and external variables predicted and are they responded to in innovative and timely ways to take advantage of opportunities and avoid threats?	Some practices are in place to predict internal and external variables, and a number of variables are responded to in order to take advantage of opportunities and avoid threats	Effective systems and mechanisms are in place to predict internal and external variables, and most variables are responded to effectively to take advantage of opportunities and avoid threats	An exemplary model in predicting internal and external variables, and all variables are responded to innovatively to take advantage of opportunities and avoid threats
Results		Organizational agility results: these can include response time to external variables, the number of projects executed by multi-department teams, external variable prediction results, and risk management results	Some positive results were achieved compared to international best practices	Mostly positive results were achieved compared to international best practices	All positive results were achieved compared to international best practices

Assessment Tool

Elite Assessment Matrix: Data Sciences and Artificial Intelligence (AI)

	No.	Interview Questions	Basic Level 0-35	Intermediate Level 40-70	Advanced Level 75-100
Capabilities	1	How does the entity ensure effective decision making, policy development and service improvement based on the analysis and use of data?	Some practices are in place to gather and analyze data and use analysis results to support decision making and develop some policies and services	Effective systems and mechanisms are in place to gather and analyze data and use analysis results to support decision making and develop most policies and services	Innovative, effective systems and mechanisms are in place to gather and analyze data, with analysis results used to support decision making and develop all policies and services
	2	How are state-of-the-art techniques, technologies and AI used to improve the efficiency of policies and services?	Some practices are in place to use modern techniques to improve the efficiency of some policies and services	Effective systems and mechanisms are in place to use modern techniques to improve the efficiency of most policies and services	Innovative, effective systems and mechanisms are in place to use modern techniques to improve the efficiency of all policies and services
	3	How is data exchanged using modern techniques and AI to support joint government work and innovation?	Some data-exchange practices using modern techniques are in place to support joint government work and innovation in some fields	Effective data-exchange systems and mechanisms using modern techniques are in place to support joint government work and innovation in most fields	Innovative, effective data-exchange systems and mechanisms using modern techniques are in place to support joint government work and innovation in all fields
Results		Results of using data, modern techniques and AI: These can include the number of fact-based decisions, volume of data exchanged with partners, number of innovations resulting from sharing data, number of services improved through AI techniques and percentage of improvement using AI	Some positive results achieved compared to international best practices	Mostly positive results achieved compared to international best practices	All positive results achieved compared to international best practices

Assessment Tool

Elite Assessment Matrix: **Partnership**

	No.	Interview Questions	Basic Level 0-35	Intermediate Level 40-70	Advanced Level 75-100
Capabilities	1	How are effective partnerships created with private sector corporations to increase the value added to services provided by the entity?	Some practices are in place to create effective partnerships with private sector corporations to increase added value to services provided by the entity	Effective systems and mechanisms are in place to create effective partnerships with private sector corporations to increase added value to services provided by the entity	Innovative systems and mechanisms are in place to create effective partnerships with private sector corporations to increase added value to services provided by the entity
	2	How does the entity collaborate with partners and individuals inside and outside of the government sector, and work with them to reach a better understanding of customers' needs and expectations?	Some practices are in place to collaborate with partners and a number of effective partnerships have been created, through which some services have been provided/improved	Effective practices are in place to collaborate with partners and numerous effective, proactive partnerships have been created, through which some services have been provided/improved	An exemplary model of joint government work, and all necessary, proactive partnerships have been created through which services have been provided/improved
	3	How does the entity determine the partnerships required to provide proactive, effective solutions for social issues and value-added & cost effective services for customers?	A number of practices are in place to determine the partnerships required to provide proactive, effective solutions for social issues and value-added & cost effective services for customers	Effective systems and mechanisms are in place to determine partnerships, and most of the partnerships required to provide proactive, effective solutions for social issues and value-added & cost effective services for customers have been determined	Innovative, effective systems and mechanisms are in place to determine partnerships, and all partnerships required to provide proactive, effective solutions for social issues and value-added & cost effective services for customers have been determined
Results		Results of partnership with the government sector, non-government sector and individuals. These can include the number of effective partnerships inside and outside the sector, the number of partnerships with the private sector, the number of services improved through partnerships, and the percentage of service improvements through partnerships	Some positive results achieved compared to international best practices	Mostly positive results achieved compared to international best practices	All positive results achieved compared to international best practices

Variable Awards

Best People-of-Determination-Friendly Entity Category

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council of Dubai, launched the My Community: A City for Everyone initiative as part of his vision for Dubai to be a people-of-determination-friendly city in 2021. In order to implement this initiative in the government sector, and in line with His Highness's vision, this category is dedicated to encouraging and honoring government entities that contribute to ensuring the rights of people of determination and enabling them to become active members in society.

Criteria

Enablers (60 points)

First Criterion: Ease of access to facilities, services and information for people of determination (30 points)

- Designing and equipping buildings and facilities in a way that enables people of determination to benefit from them and use them easily, according to international best practices

- Setting up services and information and communication technology so that people of determination can benefit on an equal basis with others, enabling them easy access and use, according to international best practices

- Training a number of front-office employees on interacting with people of determination to meet the demands of this category of customer, in a way that ensures the timely provision of the service according to their needs

- Ensuring that entities supervised and authorized by the government entity adhere to the approved standard specifications for preparing facilities, services, information and communication technology to be used by people of determination

- Preparing facilities and buildings for evacuating people of determination in emergency situations

Variable Awards

Best People-of-Determination-Friendly Entity Category (cont.)

Second Criterion: Integrating and Enabling People-of-Determination Employees (30 points)

- Ensuring that the rights of people of determination are protected and that they are provided with equal opportunities in all stages of recruitment and employment, on an equal basis with others (including factors such as attraction, selection, job application, evaluation, job offer, job stability and job development)

- Developing the skills of people of determination on an equal basis with others and developing programs that ensure their jobs and careers progress in a way that guarantees their ability to participate with their coworkers in various fields

- Providing the facilities necessary for people of determination to be able to carry out their duties with ease, including special devices, tools and equipment

- Providing sufficient opportunities and a suitable work environment that encourages people of determination to be pro-active and creative

- Protecting people of determination from discrimination in all stages of work from abuse, neglect or exploitation in any form

Variable Awards

Best People-of-Determination-Friendly Entity Category (cont.)

Third Criterion: Results (40 points)

- The rate of recruitment of people of determination, in accordance with their capabilities and the nature of work in the government entity

- The number of training courses provided for people-of-determination employees to develop their skills and capabilities and to help them in their career development and progress

- The number of special training courses provided for employees on how to interact with people of determination in all categories (customers, employees, community members and others)

- The matching rate in assessing the suitability of facilities and services for use by people of determination

- The number of people-of-determination-oriented social initiatives dedicated to providing them their rights, helping them to achieve progress, and increasing their opportunities for interaction

- Results of opinion surveys of people of determination (customers, employees and their families)

- Results of opinion surveys of members of the community on the extent to which the government entity is people-of-determination-friendly

- Result of the Smart Dubai Office assessment of the government entity's website and the suitability of smart applications for the needs of people of determination

Variable Awards

Assessment Mechanism

First: Facility Assessment (25%)

- An assessment of one of the government entity's facilities (selected by the program) by a specialist team, and their subsequent provision of a rating of the buildings and facilities, along with a detailed assessment report

Second: Institutional Assessment (70%)

- A two-and-a-half-hour site visit by a team of specialized experts, during which the government entity presents its achievements in light of the criteria, and a tour is conducted to inspect the efforts made to apply the criteria and receive feedback from employees and customers. The entity's website and online/smart applications are also examined.

Third: Happiness Studies (5%)

- The grade of questions related to people-of-determination is calculated based on the Mystery Shopper and Employee Happiness studies conducted by the Executive Council

Variable Awards

Best Entity in Emiratization field Category

Category Objectives:

1
Encouraging government entities to prepare and implement a sustainable, institutional Emiratization plan

2
Developing national human resource capabilities and helping them to acquire professional and behavioral skills that enable them to perform their job duties

3
Enabling government entities to achieve leadership directives in the field of Emiratization

Criteria:

This category is assessed according to Criterion 7.2, Emiratization, under Main Criterion 7, Human Capital and Emiratization, in the Dubai Government Excellence Model.

Assessment Mechanism:

- The assessment is carried out by a team of national experts specializing in human resources using the system's approved assessment tools of Capabilities and Results: 50% for Capabilities and 50% for Results (50% for performance indicators and 50% for opinion metrics)

- The Emiratization criterion is counted among the Government Excellence Model criteria to assess the Leading Government Entity category. It is not considered in the assessment of the Happiest Work Environment category, for which the winner is determined using the grade of sub-criterion 7.1, Human Capital Development, under the Human Capital and Emiratization criterion, to avoid duplication in the assessments and awards.

Dubai Medals of Excellence

These medals consider excellence in various fields and include all jobs within government entities. Accordingly, the job titles listed in each category are examples only.

Dubai Medal for Assistant Director General/CEO (mandatory)

This category is dedicated to Emirati in leadership positions (grade 16 or equivalent and higher) in Dubai government entities, with the exception of director general positions. These job titles may include: assistant/deputy director general, CEO, sector director/head, and department directors who report directly to a director general (second-level leadership).

Dubai Medal for Supervisory Employee (optional)

This category is for Emirati in supervisory positions (below grade 16 or equivalent) who oversee at least two or more employees. These job titles may include: department director, head of a department, service center manager, call center manager, division head, and so forth.

Dubai Medal for Specialized Employee (optional)

This category involves all government entity employees in various professional, engineering, technological and technical specialized jobs. These job titles may include: doctor, engineer, lawyer, expert, consultant, specialist, researcher, planner, translator, attorney general, media specialist, journalist, editor, statistician, accountant, auditor, systems analyst, computer programmer, systems operator, database administrator, and so forth.

Dubai Medals of Excellence

Dubai Medal for Administrative Employee (optional)

This category is dedicated to all Emirati working in government entities in various non-supervisory administrative, clerical, or financial jobs that are not included in other Medal of Excellence categories. Job titles in this category include the following: administrative, recruitment affairs officer, purchasing officer, store or warehouse supervisor, secretary, printing officer, archive officer, budget administrator, treasurer, accounting clerk, revenue collector, and so forth.

Medal for Field Employee (optional)

This category includes all non-supervisory employees whose jobs require field work outside the entity for which they work, with their out-of-office duties requiring more than 60% of their time. Job titles in this category may include: comptroller, inspector, police officer, security officer, traffic officer, safety officer, civil defense officer, rescue officer, guide/tour guide, surveyor, agricultural technician, engineering or construction technician, agricultural guide, driver, equipment operator, and so forth.

Dubai Medal for Customer Happiness Employee (mandatory)

This category includes non-supervisory employees in government entities working in customer service centers and employees who interact directly with the public. Job titles are not required to include the words 'customer happiness' and may include: receptionist, inquiry officer, customer service officer, call center officer, and so forth.

Dubai Medals of Excellence

Dubai Medal for Innovative Employee (optional)

This category includes all employees who have developed innovations and inventions, whether within or outside of their direct scope of work. Their job titles do not necessarily have to include words that refer to innovation or creativity.

Dubai Medal for Young Employee (mandatory)

This category includes all national employees in the youth category, aged between 18 and 30, regardless of their job title, who have been working in the government entity for less than two years.

Dubai Medals of Excellence

Assessment Criteria and Elements

Assessment criteria and elements for Dubai Medal **for Assistant Director General/CEO category**

First Criterion: Performance and Achievement (60%)

- Accomplishments made by the organizational units managed by the employee

- Volume and nature of individual performance and accomplishments of the employee within their current work scope

- Most prominent accomplishments throughout the employee's career in every entity in which they have previously worked

- Volume and nature of performance and personal accomplishments outside their work scope

- Volunteer work carried out by the employee through the entity for which they work or outside of their work scope

Second Criterion: Leadership Skills (40%)

Leadership skills will be assessed through a number of practical assessment tools and online surveys, as well as face-to-face meetings with the candidate, meetings with employees working under their supervision and others with whom they interact directly.

Dubai Medals of Excellence

Assessment Criteria and Elements

1 **First Criterion:**

Performance and Achievements

1.1 – Volume and nature of individual performance, the achievements made by the employee within the framework of their current (and previous) work, as well as their impact on the entity in which they work and in the achievement of Dubai Plan 2021.

1.2 – Employee's speed and accuracy in carrying out tasks and achieving goals through optimal use of time and resources

1.3 – Extent of challenges the employee has overcome or dealt with to achieve their goals and accomplishments

2 **Second Criterion:**

Innovation (A) (These criteria are applicable to candidates in all Dubai Medals of Excellence categories except for that of Innovative Employee)

2.1 – Exceptional, creative ideas and leading initiatives presented by the employee, focusing on fundamental innovations, whether within or outside of their work scope

2.2 – Results and impact resulting from these applied creative and leading ideas, initiatives or projects.

2.3 – Documentation of creative and leading ideas, initiatives or projects presented by the employee (including patents, intellectual property, published research, scientific/literary publications, contributions to specialized conferences, and others)

Dubai Medals of Excellence

Assessment Criteria and Elements (cont.)

2 ▶ **Second Criterion:**

Innovation (B) (These criteria are applicable to Innovative Employee category candidates only)

2.1 – Exceptional, creative ideas and leading initiatives presented by the employee, including their level of diversity and novelty

2.2 – Results and impact from the implementation of innovative ideas and initiatives, and the extent of success in responding to and finding solutions to local, regional and global challenges

2.3 – Implementation of best practices and mechanisms in developing innovations, as well as the analysis and use of data and learnings, among others.

2.4 – Documentation of employee's innovations in scientific research/literary publications and specialized conference worksheets, and the number and importance of patents and intellectual property rights owned by the employee

3 ▶ **Third Criterion:**

Continuous Learning and Progressive Thinking

3.1 – Extent of the employee's keenness to improve their education and the usefulness of such attainment on both individual and institutional levels

3.2 – Efforts made by the employee to gain experience and their personal development of the knowledge and skills relevant to their work duties, the extent of implementing these, and their effect on both individual and institutional levels

3.3 – The transfer of knowledge and skills - gained with others - by the employee, whether within or outside the entity for which they work

Dubai Medals of Excellence

Assessment Criteria and Elements (cont.)

4 ▶ **Fourth Criterion:**

Initiative, entrepreneurial awareness and future realization

4.1 - Employee efforts to foresee the future and understand the trends and initiatives launched by the government or best global practices.

4.2 - Employing efforts to look ahead and come up with initiatives for the benefit of individual and institutional performance and the mechanisms applied to achieve the leading role of the entity / Government / State.

Fifth Criterion:

5 ▶ **Positive and passionate personality**

5.1 - The employee act as good role model for his colleagues in performance and behavior and good appearance and good manners and his role in spreading happiness, positive and flexible in dealing with challenges and difficulties and overcome them at the workplace and outside and the primacy of the public interest over personal interest.

5.2 - Employee ability to work effectively in a team spirit and initiative to help others and their positive impact on them and the employee's keenness to develop communication skills and ability to communicate effectively and tolerate different cultures.

5.3 - Voluntary work done by the employee through his employer or outside the scope of his work.

Dubai Medals of Excellence

Assessment Criteria and Elements (cont.)

6   **Sixth Criterion:**

Leadership (for supervisors only)

6.1 – Current and previous major accomplishments of the organizational unit managed by the employee over the course of their employment

6.2 – Ability to plan for the organizational unit's future through future shaping and the development of an integrated plan that combines the goals of the unit and its employees, along with the employee's capabilities regarding risk management, change processes, modernization and continuous improvement

6.3 – Ability to run the organizational unit in a way that ensures the optimal use and maximum benefits of time and resources, and to maximize their benefits, as well as the ability to implement reliable methods through which to measure their team's performance and/or that of their organizational unit, to monitor the extent of goal achievement, and to make the right decisions

6.4 – Keenness to build and enable the human resources under their supervision, encourage employees to work and take initiatives, build team spirit among them, and provide an environment that fosters creativity and innovation

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

First Criterion: Performance and Achievements

1.1 — Volume and nature of individual performance and achievements accomplished by the employee in their current (and previous) scope of work, and their impact on the entity in which the they work and on the achievement of Dubai Plan 2021

- The employee did not provide sufficient achievements related to their current and previous scope of work, and the impact of their work on their organizational unit is unclear.
- The employee's achievements in their current and previous scope of work meet expectations and have accomplished the goals of the employee's organizational unit and work entity, but they have no clear impact on the realization of the Dubai Plan 2021 indicators.
- Most of the employee's achievements in their current and previous scope of work surpass expectations and have made an impactful contribution towards realizing the Dubai Plan 2021 indicators, and their impact has exceeded the scope of the employee's organizational unit (government entity, Dubai Government, UAE Government).
- All of the employee's achievements in their current and previous scope of work tangibly surpass expectations and have had a clear impact on the contribution towards realizing the Dubai Plan 2021, and their impact has exceeded the scope of the employee's organizational unit (government entity, Dubai Government, UAE Government, regionally and globally).

1.2 — Employee speed and accuracy in work accomplishment and goal achievement through optimal use of time and resources

- The employee has made no noteworthy achievements that show speed and precision in his work, goal achievement, or the optimal use of resources.
- Some of the employee's achievements are characterized by speed, accuracy, goal achievement, and optimal use of time and available resources.
- Most of the employee's achievements are characterized by speed, accuracy, goal achievement, and optimal use of time and available resources, including technology, and are considered among best practices in this field, locally and regionally.
- All of the employee's achievements are characterized by speed, accuracy, goal achievement, and optimal use of time and available resources, including technology and artificial intelligence (AI); and the employee is considered an exemplary model to follow, locally, regionally and globally.

1.3 — Volume of challenges overcome or handled by the employee to achieve their goals and accomplishments

- The employee has not provided sufficient evidence of overcoming difficulties or obstacles nor of using any administrative methods or flexibility in overcoming such challenges.
- The employee has managed to overcome some difficulties and obstacles using administrative methods and showed a little flexibility in turning obstacles and difficulties into accomplishments.
- The employee has managed to overcome most difficulties and obstacles using effective administrative methods and showed some flexibility in turning obstacles and difficulties into accomplishments that contribute to achieving goals.
- The employee has overcome major difficulties and obstacles using innovative methods and solutions and showed flexibility in turning obstacles and difficulties into accomplishments that exceeded the achievement of desired goals.

Total of Performance and Achievements	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
2.1 Original and creative ideas and leading initiatives presented by the employee, and the diversity thereof, with a focus on radical innovations, whether within or outside their scope of work	The employee rarely offers creative ideas or initiatives in their scope of work.					The employee offers some ideas and initiatives (ideas, studies, research, work methods, projects) in their scope of work.					The employee proactively offers original, creative ideas, leading initiatives and radical innovations (ideas, studies, research, work methods, projects) in or outside their scope of work, based on scientific and practical learning methods.					The employee continuously and proactively offers original, creative ideas, leading initiatives and radical innovations (ideas, studies, research, work methods, projects) in or outside their scope of work, based on scientific and practical learning methods, whose applicability has been approved.				
2.2 Results and impacts of these applied creative and leading ideas, initiatives and projects	The employee rarely implements any of the leading innovations, ideas or initiatives they present.					The employee proactively implements some of their leading innovations, ideas and initiatives, with positive results and impacts on an institutional level, and has won relevant local awards.					The employee proactively implements most of their radical innovations, leading ideas and initiatives, with positive results and impacts on institutional or local levels, and has won relevant awards locally or regionally.					The employee proactively implements all of their radical innovations, leading ideas and initiatives, with positive results and impacts on the institutional level. He/she has also benefitted (partially or completely) other entities on local, regional and global levels and has won relevant awards locally, regionally and/or globally.				
2.3 Documentation of the creative and leading ideas, initiatives or projects provided by the employee and their publication as worksheets or research sheets in conferences, special periodicals and journals, intellectual property and invention patents	There is no evidence of any documentation or publication of the employee's innovations and initiatives.					The employee has documented some of their innovative ideas and initiatives in scientific / literary publications and research, worksheets of conferences specialized in innovation, and in the field of specialized work at the local level.					The employee has documented many of their innovative ideas and initiatives in scientific/literary publications and research, and worksheets of conferences specialized in innovation and in the field of specialized work both locally and regionally. The employee owns a number of intellectual property rights for their innovations.					The employee has documented most of their innovative ideas and initiatives in scientific/literary publications and research, and worksheets of conferences specialized in innovation and in the field of specialized work on a global level. The employee owns a number of intellectual property rights and invention patents for their innovations.				
Total of Innovation	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Second Criterion: Innovation (A)

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Second Criterion: Innovation (B)

2.1 — Original, creative ideas and leading initiatives offered by the employee and the diversity and innovation thereof

- **25%:** The employee offers a limited number of ideas that can be considered simple developments of current services and procedures at a basic level of innovation.
- **50%:** The employee offers a number of innovative ideas at a good level of innovation, which contribute to the development of diverse fields of work (services, work methods and models, and service provision).
- **75%:** The employee proactively offers many innovative ideas at a high level of innovation, at least one of which can be considered a radical innovation. These ideas contribute to the development of diverse fields of work (services, work methods and models, and service provision). The possibility of applying these ideas and innovative initiatives has been studied at local levels.
- **100%:** The employee continuously and proactively offers many innovative ideas at a global level of innovation, a number of which can be considered radical innovations. These ideas contribute to the development of diverse fields of work (services, work methods and models, and service provision) and their applicability has been approved at local, regional and global levels.

2.2 — The results and impacts of implementing innovative ideas and initiatives, the success of their response, as well as the solutions to local, regional and global challenges

- **25%:** Most of the innovative ideas and initiatives cannot be applied and do not respond to the challenges faced at institutional and local levels.
- **50%:** Many of the innovative ideas and initiatives have been applied, yielding positive results in response to challenges at institutional and local levels. The employee has received recognition and acclaim in relevant fields at local and regional levels.
- **75%:** Most of the employee's innovative ideas and initiatives have been applied, yielding positive results in response to challenges at regional and global levels. The employee has received recognition and acclaim in relevant fields at regional and global levels.
- **100%:** Most of the innovative ideas and initiatives, as well as a number of radical innovations, have been applied, resulting in a positive impact in solving a number of problems and challenges on regional and global levels. The employee has received recognition and acclaim in relevant fields at regional and global levels.

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
2.3 Applying best practices and mechanisms in innovation development, data analysis and use, learnings, and others	The employee did not follow best practices and mechanisms in achieving their innovations.					The employee has applied a number of best practices in achieving their innovations.					The employee has applied many methods that are considered among international best practices in the achievement of innovations.					The employee has used international best practices to achieve their innovations in a systematic manner.				
2.4 The employee's level of documentation of his/her innovations in scientific/literary publications and research and specialized conference worksheets, and the number and importance of invention patents and intellectual property rights owned by the employee.	The employee has made a limited number of attempts to document their innovations and innovative initiatives, most of them published within unspecialized or peer-reviewed conferences or seminars.					The employee has documented many of their innovative ideas and initiatives in research and scientific/literary publications and worksheets for peer-reviewed conferences and journals in the specialized field of work at local and regional levels. The employee owns some intellectual property rights for their innovations.					The employee has documented most of their innovative ideas and initiatives in research and scientific/literary publications and specialized, peer-reviewed conference worksheets in innovation and in the specialized field of work on global levels. The employee owns a number of important intellectual property rights and invention patents for their innovations.					The employee has documented most of their innovative ideas and initiatives in research and scientific/literary publications and specialized, peer-reviewed conference worksheets in innovation and in the specialized field of work on global levels. The employee owns a number of intellectual property rights and invention patents for their innovations, most of which are extremely important and can attract investment on local, regional and global levels.				
Total of Innovation	5%	10%	١٥٪	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Second Criterion: Innovation (B) (cont.

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
3.1 The extent of the employee's keenness to improve educational attainment and the benefit thereof on individual and institutional levels	The employee has made no effort to improve their educational attainment.					The employee has made some effort to improve their educational attainment (academic studies) in a way that does not directly contribute to improving institutional performance level.					The employee has made significant effort to improve their educational attainment (academic studies: bachelor's and master's degrees) and participate in scientific research (worksheets, research articles) in a way that contributes to improving individual and institutional performance levels.					The employee makes a continuous effort to improve their educational attainment (higher education: master's and doctoral degrees) and participate effectively in scientific research (worksheets, research articles), and has clear plans for self-development in the modern sciences in a way that contributes to improving individual and institutional performance levels and achieving leadership.				
3.2 The employee's efforts to gain experience and achieve self-development in terms of knowledge and skills relevant to his/her work duties, and the extent of their implementation and impact on individual and institutional levels	The employee is rarely keen to learn new skills or achieve self-development of knowledge and practical skills related to their work duties.					The employee is sometimes keen to learn new skills and achieve self-development of knowledge and practical skills related to the their work duties, and sometimes applies newly acquired experiences and skills to develop their individual performance.					The employee is mostly keen to learn new skills and achieve self-development of knowledge and practical skills related to work duties. The employee participates in career groups and usually applies newly gained experiences and skills to develop their individual performance. These skills have had a good impact on the performance of the employee's organizational unit.					The employee is always keen to learn new skills and achieve self-development of knowledge and practical skills related to their work duties. The employee participates in well-known career groups, has a plan to further develop their skills and knowledge, and always applies newly acquired experiences and skills to develop their individual performance. These skills have had a good impact on the performance of the employee's organizational unit, institutional performance, and leadership achievement.				

Third Criterion: Continuous Learning and Progressive Thinking

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
Third Criterion: Continuous Learning and Progressive Thinking (Cont.) — **3.3** The employee's transfer of knowledge and skills gained with others, whether within or outside the entity in which they work.	The employee rarely cares about transferring the knowledge and skills they learn with others.					The employee sometimes transfers the knowledge and skills they learn with others inside their work entity.					Most of the time the employee ensures the transfer of knowledge and skills they learn with others inside their work entity. Their proactive transfer of knowledge also extends externally on a local level (through participation in conferences, training courses, guidance and awareness-raising sessions, etc).					The employee is always keen to transfer knowledge and skills learned with others inside their work entity as part of clear plans and modern, effective methods. Their proactive transfer of knowledge also extends externally on local, regional, and global levels (by participating in conferences, training courses, guidance and awareness-raising sessions, etc).				
Total of Continuous Learning and Progressive Thinking	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
4.1 The employee's efforts towards shaping the future and understanding government directives and initiatives or international best practices	The employee has a limited understanding of the importance of the initiatives launched by the government and international best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc. The employee has made no attempt to obtain information and knowledge related to these initiatives from various sources, such as research, articles, attending seminars and conferences, participating in career groups, etc.					The employee understands the importance of some government-launched initiatives and global best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc. The employee has made some effort to obtain information and knowledge related to these initiatives from various internal sources, such as research, articles, attending seminars and conferences, participating in professional groups, etc.					The employee understands the importance of most of the initiatives launched by the government and international best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc. The employee has made evident effort to obtain the latest information and knowledge related to these initiatives from various internal and external sources, such as research, articles, attending seminars and conferences, participating in professional groups, etc.					The employee clearly understands the importance of all the initiatives launched by the government and international best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc. The employee has made outstanding efforts as part of clear plans to obtain the latest information and knowledge related to these initiatives from various internal and external sources, such as research, articles, attending seminars and conferences, participating in professional groups, etc.				
4.2 Employing future-shaping efforts and developing initiatives that benefit individual and institutional performance and their application mechanisms to help the government entity and the country achieve a leading role	The employee has made no effort to implement the initiatives launched by the government and international best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc., neither has the employee made efforts to present innovative ideas related to the nature of their work.					The employee has made some effort to implement some initiatives launched by the government and international best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc., inside their entity by presenting some innovative ideas related to the nature of their work to improve individual performance.					The employee has made a clear effort to implement most of the initiatives launched by the government and international best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc., inside their entity by presenting and applying innovative ideas related to the nature of their work to improve individual and institutional performance.					The employee has made outstanding efforts as part of clear plans to implement all initiatives launched by the government and international best practices, such as government accelerators, happiness and positivity, innovation, artificial intelligence, the Internet of Things, digital wealth, renewable energy, big data, etc., inside their entity by presenting and applying innovative ideas related to the nature of their work to improve individual and institutional performance in a way that achieves competitiveness and leadership for Dubai's government.				
Total of Leadership, Leadership Awareness and Future Perception	5%	10%	15%	20%	25%	30%	35%	٥٥٪	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Fourth Criterion: Proactiveness, Leadershipl Awareness and Future Perception

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
5.1 Employee is exemplary models for coworkers in performance, behavior, presentability and ethics; his/her role in spreading happiness, positivity and flexibility in dealing with challenges and difficulties and overcoming them inside and outside the employee's workplace, and putting the common good before their own	The employee has not shown flexibility in dealing with challenges and difficulties and has played no role in spreading happiness and positivity in the workplace.					The employee has shown some flexibility in dealing with challenges and difficulties, has played a role in spreading happiness and positivity in the workplace, and keenness to put the common good before their own interests.					The employee shows a good example in their entity when it comes to performance, behavior, presentability and ethics, and plays a role in spreading happiness, positivity and flexibility in dealing with challenges and difficulties, and in overcoming them inside and outside the workplace, as well as putting the common good before their own interests.					The employee is an exemplary model in the entity when it comes to performance, behavior, presentability and ethics, and plays a major role in spreading happiness, positivity and flexibility in dealing with challenges and difficulties, and overcoming them inside and outside the workplace, as well as putting the common good before their own, which reflects positively on the performance and reputation of the entity and the country.				
5.2 Ability of employee to work effectively as part of a team and proactively help others; the positive impact the employee has on others; the employee keenness to develop communication skills and the ability to communicate effectively and tolerate various cultures	The employee is not keen to work as part of a team to carry out tasks and does not proactively offer support to coworkers. The employee has limited skills in communicating and connecting with their intercultural team and rarely exchanges opinions or ideas with team members.					The employee is sometimes keen to work as part of a team in carrying out tasks, and proactively offers support and help to coworkers to ensure the accomplishment of desired goals. The employee is moderately skilled in communicating and connecting with employees from different cultures and is keen to exchange opinions and ideas with them.					The employee is usually keen to work as part of a team to carry out tasks and proactively offers support and help to coworkers to ensure the accomplishment of desired goals. The employee shows good skills in communication and connecting with the team, and is keen to exchange opinions and ideas with coworkers (regardless of culture) in the entity to show them all the strengths and weaknesses in their work and harness their potential and expertise.					The employee is always and continuously keen to work as part of a team to carry out tasks and is always proactive in offering support and help through professional guidance to ensure the accomplishment of desired goals. The employee influences others positively and has outstanding skills in communication and connecting with the team, which they continuously strive to improve. The employee is keen to exchange opinions and ideas with coworkers and stakeholders, regardless of their culture, to show them all the strengths and weaknesses in their work and harness their potential and expertise to achieve the entity's goals.				

Fifth Criterion: Positive, Influential Personality

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
Fifth Criterion: Positive, Influential Personality (cont.) — **5.3** Volunteer work carried out by the employee, either through the entity at which they work or outside their scope of work.	The employee has not participated in any volunteer work inside or outside their scope of work.					The employee has participated in some volunteer work inside or outside their scope of work.					The employee participates regularly in volunteer work, both inside and outside their scope of work, and they encourage coworkers to participate positively in society.					The employee has evidence of many regular participations in volunteer work, both inside and outside their scope of work, as part of the clear plans and directives that focus on the impact of those participations. The employee also encourages coworkers to participate positively in society and exerts efforts to present and carry out volunteer initiatives.				
Total of Positive, Influential Personality	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
6.1 Major current and previous achievements of the organizational unit managed by the employee during the course of work	The current and previous achievements of the organizational unit managed by the employee have not met expectations.					The current and previous achievements of the organizational unit managed by the employee have met expectations and achieved the organizational unit's goals					Most of the current and previous achievements of the organizational unit managed by the employee have exceeded expectations and have had a positive impact on the achievement of Dubai Plan 2021 indicators. Their impact has gone beyond the scope of the employee's organizational unit (government entity, Dubai government, UAE government). The employee sometimes reviews the organizational unit's performance with a view to its improvement.					All the current and previous achievements of the organizational unit managed by the employee have tangibly exceeded expectations and have had an obvious impact on the achievement of Dubai Plan 2021 indicators. Their impact has gone beyond the scope of the employee's organizational unit (government entity, Dubai government, UAE government, regionally, globally). The employee periodically reviews their organizational unit's performance with a view to its improvement.				
6.2 The ability to plan for the organizational unit's future through future shaping and the development of an integrated plan that combines the goals of the organizational unit and its employees, and the employee's capabilities in terms of risk management, change process, modernization and continuous improvement	The employee has shown limited future planning for their organizational unit and neither applies methods to determine and manage risks nor works on managing the process of change in their organizational unit.					The employee has shown moderate future planning abilities for their organizational unit, in the short and medium term. The employee has shown moderate capabilities regarding the development of a plan that combines the goals of the organizational unit and its employees, links to institutional goals, and measures the impact of planning on individual performance. The employee irregularly applies methods to determine and manage risks and sometimes participate personally in the change management process.					The employee has shown good future planning abilities for their organizational unit in the short, medium and long term by using future shaping tools (such as creating futures scenarios and using big data) to create an integrated plan that combines the goals of the organizational unit and its employees, linking it to institutional goals and government vision, and measuring the impact of planning on individual and institutional performance. The employee applies various methods to determine and manage risks, participates personally in the change management process, and works on modernization and development to ensure work continuity and the accomplishment of desired goals.					The employee has shown outstanding future planning abilities for their organizational unit in the short, medium and long term by using future shaping tools (such as creating future scenarios and using big data) to create an integrated plan that combines the goals of the organizational unit and its employees, linking it to institutional goals and government vision, and measuring the impact of planning on individual, corporate and leadership performance in ways that represent best practices, with employee participation based on reliable sources. The employee applies diverse, innovative methods to determine and manage risks, participates personally in the change management process, and works continuously on modernization and development to ensure work continuity and the accomplishment of desired goals to achieve leadership for the government entity; as well as reviewing the achieved results in the field and ensuring their continuous improvement.				

Sixth Criterion: Leadership

Dubai Medals of Excellence Assessment Matrix

Assessment Elements	25%					50%					75%					100%				
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Sixth Criterion: Leadership (cont.)

6.3

Ability of the employee to run the organizational unit in a way that ensures optimal use of time and resources and maximizes their benefits; and the ability of the employee to implement reliable methods to measure their team's performance and/or that of their organizational unit, to monitor the extent of goal achievement, and to make the right decisions

25%: The employee applies a limited number of planning and organizing methods to ensure optimal investment of institutional resources; the employee applies a limited number of methods to measure the performance of their subordinates and the organizational unit, and does not monitor goal achievement.

50%: The employee applies a number of planning and organizing methods to ensure optimal investment of institutional resources. The employee applies some methods to measure the performance of their subordinates and the organizational unit, and, to a certain extent, monitors the achievement of some goals, making the right decisions and procedures about them to ensure the government entity's continued leadership, albeit in an irregular manner.

75%: The employee applies diverse planning and organizing methods to ensure optimal investment of institutional resources and maximal benefit in achieving institutional goals. The employee applies various methods to measure the performance of their subordinates and the organizational unit and monitors the achievement of most goals, taking the right decisions and procedures to ensure the government entity's continued leadership.

100%: The employee applies diverse, innovative planning and organizing methods that represent best practices in the field, and uses them continuously to ensure the optimal investment of institutional resources and maximal benefit in achieving institutional goals. The results achieved in the field are reviewed and constantly improved. The employee also applies diverse, innovative methods to measure the performance of their subordinates, teams and the organizational unit, and regularly monitors goal achievement and refers to lessons learned, taking the right decisions and procedures to ensure the government entity's continued leadership; the employee also reviews the results achieved in the field and works to improve it constantly.

6.4

Keenness of the employee to build and enable the human resources under their supervision, encouraging them to work and take initiatives, builds team spirit among them, and provides an environment that fosters creativity and innovation

25%: The employee applies a limited number of methods to build and enable the human resources they supervise. The employee makes limited efforts to build a culture that fosters teamwork to achieve the desired goals.

50%: The employee applies some methods to build and enable the human resources they supervise, delegates some authority to potential leaders and applies some methods to build a culture that fosters teamwork to achieve the desired goals.

75%: The employee applies diverse methods to build and enable the human resources they supervise, delegates authority to potential leaders, applies diverse methods to build a culture that fosters teamwork and provides an environment that fosters creativity and innovation to achieve the desired goals.

100%: The employee applies diverse, innovative methods to build and enable the human resources they supervise, which represent the best practices in the field; the employee delegates authority to potential leaders, applies diverse, innovative methods to build a continuous culture that fosters teamwork and provides an environment that fosters creativity and innovation to achieve the desired goals; the employee also reviews the results accomplished in the field and ensures constant improvement.

Total of Leadership	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Dubai Medals of Excellence

Dubai Medals of Excellence Assessment Matrix

	Criteria	Dubai Medal for Supervisory Employee	Dubai Medal for Specialized Employee	Dubai Medal for Customer Happiness Employee	Dubai Medal for Administrative Employee	Dubai Medal for Innovative Employee	Dubai Medal for Young Employee	Dubai Medal for Field Employee
First Criterion	Performance	25	25	25	25	10	10	25
Second Criterion	Innovation A	10	20	20	20	-	20	20
	Innovation B	-	-	-	-	50	-	-
Third Criterion	Continuous Learning and Progressive Thinking	10	20	20	20	15	25	20
Fourth Criterion	Proactiveness, Leadership Awareness and Future Perception	15	20	20	20	15	20	20
Fifth Criterion	Positive, Influential Personality	15	15	15	15	10	25	15
Sixth Criterion	Leadership	25	-	-	-	-	-	-

Dubai Medals of Excellence

Assessment Mechanism

First: Medal for Assistant Director General/CEO

360-degree Assessment
(without the candidate's presence)

1

Includes a 360-degree assessment via online surveys to the following stakeholders

- The candidate themselves (self-assessment)
- Coworkers' assessment (inside and outside the government entity)
- Direct supervisor's assessment
- Subordinates' assessment

Assessment Stages
(in the candidate's presence)

2

Each candidate undergoes two assessment sessions:

1- The first stage is for two hours at the assessment venue
2- The second stage is for one and a half hours at the candidate's workplace

First Stage

1/2

1- **Practical Case Study**
 - Preparation time: 20 minutes
 - Results discussion time: 40 minutes

2- **Personality and Capability Assessment: 60 minutes**

Second Stage

2/2

1- **Meeting with director general/direct supervisor of candidate: 30 minutes**
2- **Meeting with candidate: 1 hour**
 - Presentation, according to category criteria (20 minutes)
 - Questions and answers(40 minutes)

Distribution of Assessment Pillar Weights

	Weight Percentage
Performance and Accomplishment	**60%**
Site Visit	54%
Government Entity Performance	6%
Leadership Skills	**40%**
Practical Case Study	24%
Personality Assessment and Capability Test	12%
360-degree Assessment	4%

Dubai Medals of Excellence

Assessment Mechanism

Second Other Dubai Medals

Assessment sessions (in the candidate's presence):

1

The first stage is one hour at the assessment venue

Each candidate will undergo two assessment sessions.

2

The second stage is two hours at the candidate's workplace (site visit)
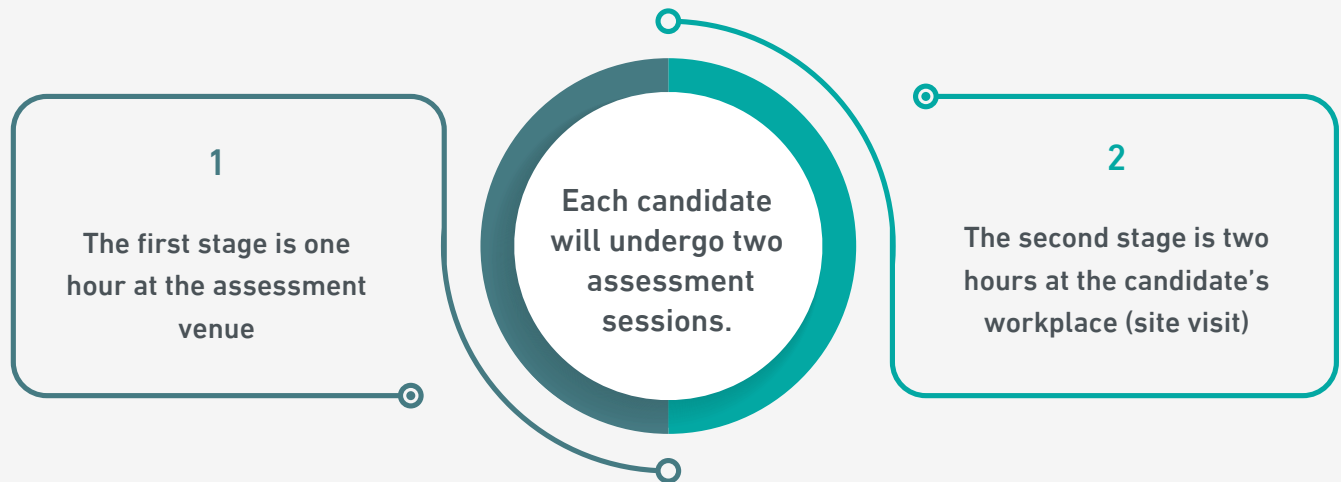
First Stage

Capability Test: 60 minutes

Second Stage

1- Meeting with each candidate for one hour, which includes the following:

- Presentation, according to category criteria (20 minutes)
- Questions and answers (40 minutes)

2- Meeting with candidate's direct super visor and coworkers and a one hour tour of their workplace

Distribution of Assessment Pillar Weights

	Weight Percentage
Site Visit	75%
Capability Test	20%
Entity Grade in Employee Happiness	5%

Dubai Medals of Excellence

Special Recognition – the Unknown Soldiers

- This category recognizes ordinary employees (grade eight employees or lower) who have shown the ability to face and overcome difficulties, whether personal or career challenges, while achieving extraordinary accomplishments and performing an outstanding job that exceeds expectations, showing commitment, perseverance, appropriate personal and behavioral conduct, honesty, dedication and devoted service, or to recognize national employees who conduct themselves in certain positions in such a way as to encourage others to seek those same positions.

  This category includes the following job titles: drivers, front-desk officers, custodians, gardeners, and so forth. The honorees are selected through unofficial contest.

General Rules for Institutional Award Participation and Assessment

■ The entities participating in the Elite level will be recognized and honored for the standard of leadership they have achieved and therefore they cannot also compete for the Government Excellence level of awards.

■ Participation is mandatory for all entities participating at all levels in the Best People-of-Determination-Friendly Entity category and the Best Entity in Emiratization Field category, with any participating entity eligible to win, regardless of their level.

■ The assessment's criteria and mechanisms were designed so that the assessment processes do not require any additional preparations or work, nor do they require the assistance of any external consultant.

■ Participating government entities must disclose any professional or personal ties between any of the assessment team members and the participating entity or any of its employees.

■ Government entities are not allowed to make any job offers nor to employ any of the assessment team members at the entity until the following assessment cycle is over. Any evidence of such an action will result in 50 of the entity's total points being deducted in the following assessment cycle.

■ To win an Elite award or Best Entity award, the entity must achieve the following:

- Its service center classification rate must be higher than the Dubai Government service center's classification rate
- Its customer happiness rate must be higher than the Dubai Government's customer happiness rate
- Its employees happiness rate must be higher than the Dubai Government's employee happiness rate

■ The assessment's detailed results are announced through an online system, enabling each entity to view its total and detailed scores, and the weight distributions in each sub-criterion. This system also enables each entity to view its score and compare its performance to that of the other participating government entities for development and improvement purposes.

General Rules for Dubai Medal of Excellence Nomination and Assessment:

- All Dubai Medals of Excellence categories are optional, except for Assistant Director General/CEO, Customer Happiness Employee, and Best Young Employee, all three of which are mandatory.

- Candidates for Assistant Director General/CEO, Administrative Employee, Supervisory Employee, and Best Young Employee must be Emiratis.

- Each candidate's job title must match their duties, except for the Best Young Employee category and the Innovative Employee category.

- Any employee who was nominated during the previous assessment cycle cannot be nominated in the subsequent assessment cycle.

- In order for a government employee to be eligible for nomination for any Dubai Medals of Excellence category, they must be employed at grade 15 or equivalent, or lower, regardless of job title (with the exceptions of Assistant Director General/CEO, Supervisory Employee, Specialized Employee, Innovative Employee, and Best Young Employee categories).

- Nominees for the Assistant Director General/CEO category must be grade 16, or equivalent or higher, or hold a leadership position (other than Director General).

- Nominees for the Assistant Director General/CEO category are required to provide evidence of their leadership skills through a number of practical assessment tools and surveys developed by a specialized, neutral entity, under online supervision from the program and through face-to-face meetings with the candidate and meetings with the candidate's direct customers, employees and stakeholders.

General Rules for Dubai Medal of Excellence Nomination and Assessment

- Employees nominated for Dubai Medals of Excellence categories must have received the grade Good at least two years before the nomination.

- The Best Young Employee category includes all recently appointed employees (recently graduated) by government entities, with the following provisions:

  - They must have completed a period of no less than six months and no more than 36 months of work at the government entity.

  - The total period the candidate has served at the government entity, along with other bodies, departments and corporations, should not exceed four years.

  - The period since they graduated from college or an academic institution (first university degree) should not exceed five years. If the employee continued with their higher education without working in any job, this period could be five years since obtaining their higher education degree, provided the candidate is not older than 35.

- Should a candidate win more than once, they will be awarded a promotion for the first award only, provided they are grade 15 or lower.

- For the Innovative Employee category, the candidate must have held their position for no less than two years.

- Department managers, division heads and others in the same grade are not allowed to participate in any category other than the Supervisor category, the Innovative Employee category, and the Young Employee category.

- Candidates in the Administrative Employee, Field Employee, and the Customer Happiness Employee categories are not permitted to hold a supervisory job title or position.

Submission Instructions:

- All submissions (brief profiles) should be presented electronically, in Arabic and English, by the authorized coordinators in each government entity through the online assessment management system at the following link: https://awards.dgep.gov.ae/Home/Login

- The Dubai Government Excellence Program (DGEP) provides users, authorized by each government entity participating in the program, with a username and password, upon the request and official authorization of the entity. The DGEP also provides training and technical support for the system.

- Through the online assessment management system, government entities can prepare, upload and send participation applications. They can also amend and follow-up on applications, follow-up on interviews and site visits for various category nominations, in addition to receiving and viewing assessment reports for nominees and any correspondence, reminders or alerts related to DGEP, as well as downloading and printing reports related to the entity's participation in the current or previous assessment cycle.

- Government entities participating at the basic level must complete the descriptions of Capability and Performance indicators associated with each criterion in the online assessment system, as per the candidacy instructions listed in this manual.

- Government entities participating in the Excellence level must complete the description of Performance indicators associated with each criterion in the online assessment system, as per the candidacy instructions listed in this manual.

- Government entities participating in the Elite level must complete the description of Performance indicators associated with each criterion in the online assessment system, as per the candidacy instructions listed in this manual, and must select two out of three criteria as part of the Elite Model 2020.

Submission Instructions:

Submission information required for all categories (to be inserted once):

Submission Sections (on the E-system)	Required Information	Format	Remarks
Introduction	Establishment date	Date	D/M/Y
	Number of employees	Number	figures 10,000
	Entity logo	Attachment	Image:JPG ... etc (5M)
	Establishment decree in Arabic	Attachment	PDF (5 MB max.)
Overview	Vision in Arabic	Words	Unlimited
	Vision in English	Words	Unlimited
	Mission in Arabic	Words	Unlimited
	Mission in English	Words	Unlimited
	Strategy in Arabic	Attachment	PDF (5M)
	Strategy in English	Attachment	PDF (5M)
	Organizational structure in Arabic	Attachment	PDF (5M)
	Organizational structure in English	Attachment	PDF (5M)
Tasks	Key tasks of the entity in Arabic	Words	Unlimited
	Key tasks of the entity in English	Words	Unlimited
Strategy goals	Strategic goals in Arabic	Words	Unlimited
	Strategic goals in English	Words	Unlimited

Submission Instructions:

Submission information required for all categories (to be inserted once) (Cont.):

Submission Sections (on the E-system)	Required Information	Format	Remarks
Work Environment	Strategic customers in Arabic	Words	Unlimited
	Strategic customers in English	Words	Unlimited
	Key partners in Arabic	Words	Unlimited
	Key partners in English	Words	Unlimited
	Key suppliers in Arabic	Words	Unlimited
	Key suppliers in English	Words	Unlimited
Location of head-quarters/branch/-service center	The center's name (all centers; each center separately) in Arabic	Words	Unlimited
	The center's name (all centers; each center separately) in English	Words	Unlimited
	Address of service center/premises (Google)	Words	Unlimited
	Physical address of service center/premises (area, street, building, floor, room) in Arabic	Words	Unlimited
	Physical address of the service center / premises location (area, street, building, floor, room) in English	Words	Unlimited
	Makani number of service center/premises	Words	Unlimited
Websites and applications	Website address	Words	Unlimited
	Website link	Words	Unlimited
	Website type (entity's website, Twitter, Facebook, LinkedIn)	Words	Unlimited
	Application name in Arabic	Words	Unlimited
	Application name in English	Words	Unlimited
	Application link	Words	Unlimited

Submission Instructions

Submission information required for the categories of the Government Excellence System:

■ **Basic Level:** Capabilities and results for all criteria

■ **Excellence Level:** Results for all criteria, capabilities and results for Emiratization sub-criterion

■ **Elite Level:** Results for all criteria, choice of Elite criteria, capabilities and results for Emiratization sub-criterion

Submission Sections (on the E-system)		Required Information	Format	Remarks
Capabilities		Capability name in Arabic	Words	20 words (30 capabilities for each sub-criterion)
		Capability name in English	Words	20 words (30 capabilities for each sub-criterion)
		Capability description in Arabic	Words	120 words
		Capability description in English	Words	120 words
Indicators	**Indicator Description**	Indicator name in Arabic	Words	
		Indicator name in English	Words	
		Indicator code	Words	
		Performance indicator type	Select*	Operational – Strategic
		Performance indicator direction	Select*	Increase is preferable – decrease is preferable – stable
		Measurement unit	Select*	Number – percentage...
		Measurement cycle	Select*	Quarterly – biannual – annual – every 2 years – every 3 years – every 4 years

* Select from the list provided in the Remarks column

Submission Instructions

Submission information required for the categories of the Government Excellence System (Cont.):

Submission Sections (on the E-system)		Required Information	Format	Remarks
Indicators	Indicator Value	First year of measurement	Select*	Year choice
		Year (measurement year)	Select*	Year choice
		Quarterly	Select*	Select 1st, 2nd, 3rd or 4th quarter
		Biannual	Select*	Select 1st or 2nd half
		Achieved	Number	
		Targeted	Number	
		Benchmark in Arabic	Words	
		Benchmark in English	Words	
		Benchmark target	Number	
		Achieved benchmark value	Number	
	Elite	Elite criteria	Multiple choice	Select 2 of the 3 criteria
		Full name of each criterion coordinator in Arabic	Words	
		Full name of each criterion coordinator in English	Words	
		Elite criterion coordinator's phone number	Number	14 digit number
		Elite criterion coordinator's email	Words	
	Contact details of the Government Excellence System	Main coordinator's full name in Arabic	Words	
		Main coordinator's full name in English	Words	
		Main coordinator's job title in Arabic	Words	
		Main coordinator's job title in English	Words	
		Main coordinator's phone number	Number	14 digit number
		Main coordinator's email address	Words	

* Select from the list provided in the Remarks column

Submission Instructions

Submission required for the category of People-of-Determination-Friendly Government Entity (in Arabic):

Required Information	Format	Remarks
Coordinator's full name	Words	Unlimited
Coordinator's job title	Words	Unlimited
Coordinator's phone number	Number	14 digit number
Coordinator's email address	Words	Unlimited
Team leader's full name	Words	Unlimited
Team leader's job title	Words	Unlimited
Team leader's email address	Words	Unlimited
Team leader's phone number	Number	14 digit number
Team members' names	Words	Unlimited
Team members' job titles (each)	Words	Unlimited
Team members' phone numbers (each)	Number	14 digit number
Team members' email addresses (each)	Words	Unlimited
Description of key practices and achievements (500 words max.)	Words	500 words
Site visit location	Words	Unlimited
Is security clearance required for site visits?	Answer "Yes" or "No"	
If the site requires security approval, attach a security clearance form	Attachment	PDF (5 MB max.)
Proposed location for facility assessment (the Program can modify the site)	Attachment	Unlimited

Submission Instructions

Submission information required for Dubai Medals of Excellence categories:

Submission Sections (on the E-system)	Required Information	Format	Remarks
Personal information	Candidate's full name in Arabic	Words	Unlimited
	Candidate's full name in English	Words	Unlimited
	Work email address	Words	Unlimited
	Personal email address	Words	Unlimited
	ID number	Number	15 digit number
	Date of employment in the government entity	Date	D/M/Y
	Personal photo of the candidate	Attachment	Image:JPG ... etc (5M)
	Job title in Arabic	Words	Unlimited
	Job title in English	Words	Unlimited
	Department in Arabic	Words	Unlimited
	Department in English	Words	Unlimited
	Mobile phone number	Number	14 digit number
	Office phone number	Number	13 digit number
	Passport number	Numbers or letters	Unlimited
	Passport copy	Attachment	Image:JPG ... etc (5M) or PDF

Submission Instructions

Submission information required for Dubai Medals of Excellence categories (cont.):

Submission Sections (on the E-system)	Required Information	Format	Remarks
Submission	Summary of key achievements (no more than 200 words)	Words	200 words (in Arabic and English for the Medal for Assistant Director General; in Arabic for other medals)
	Candidate's resume	Attachment	PDF (5M)
	Total years of experience	Number	2 digit number
	Years of experience at current entity	Number	2 digit number
	Job grade	Number and words	
	Birth date	Date	D/M/Y
	Nationality	Words	Unlimited
	Coordinator's full name	Words	Unlimited
	Coordinator's job title	Words	Unlimited
	Coordinator's phone number	Number	14 digit number
	Coordinator's email address	Words	Unlimited
	Site visit location	Words	Unlimited
	Is security clearance required for site visits?	Answer "Yes" or "No"	
	If the site requires security approval, attach a security clearance form	Attachment	PDF (5M)
	Annual assessments for previous two years	Number	

Submission Instructions

Additional information required for the Medal of Assistant Director General/CEO:

Submission Sections (on the E-system)	Required Information	Format	Remarks
Colleagues of the same job grade from the same entity	Colleague's name (same job grade) from the same entity	Words	Unlimited
	Colleague's job title (same job grade) from the same entity	Words	Unlimited
	Colleague's email address (same job grade) from the same entity	Words	Unlimited
	Colleague's phone number (same job grade) from the same entity	Number	14 digit number
Employees under the candidate's supervision at the same entity	Name of employee under the candidate's supervision at the same entity	Words	Unlimited
	Job title of employee under the candidate's supervision at the same entity	Words	Unlimited
	Phone number of employee under the candidate's supervision at the same entity	Number	14 digit number
	Email address of employee under the candidate's supervision at the same entity	Words	Unlimited
The candidate's contacts from outside the entity	Contact's relationship with candidate	Choice *	Customer, partner or colleague in a government entity
	Entity's name	Words	Unlimited
	Nature of the entity	Choice *	Dubai government, federal government, local government, or private sector
	Person's job title	Words	Unlimited
	Person's phone number	Number	14 digit number
	Person's email address	Words	Unlimited

* Select from the list provided in the Remarks column

Definitions and Terminology

Leadership
Achieving the highest global levels of leadership in the institutional performance and services provided through the implementation and sustainability of the Excellence system, institutional learning and development within a work environment and culture rooted in fundamentally innovative (non-traditional) thinking, unique leadership mentality and future shaping with confidence and competence.

Excellence
Achieving uniqueness and excellence in performance and results, while offering services efficiently and effectively to meet the needs and expectations of customers and stakeholders. This is accomplished by applying methodologies and mechanisms that ensure continuous improvement in all aspects of performance.

Innovation
Improving, developing or delivering breakthrough solutions for services, products, policies, systems and work models to provide added value to the government entities concerned and to drive them to the forefront.

Performance
The set of achievements and final results accomplished by individuals, work groups, organizational units or government entities.

Change management
The process of coordinating, implementing and monitoring change in the systems and practices of the government entity.

Operations management
The methods adopted in the design, implementation and control of the processes associated with accomplishing the tasks, activities and services of the government entity.

Definitions and Terminology

Resource management
The methods adopted in planning, organizing, monitoring, directing and securing all available resources (financial, human, property and information resources) in order to meet the objectives of the government entity and achieve its goals.

Future shaping
Anticipating the nature and importance of future developments and trends (social, economic, technological, etc.), analyzing the impact of these future developments in areas related to the entity's work, as well as building future models and seizing opportunities while ensuring strategic and practical flexibility that will positively influence its operations, services and policies in achieving happiness for stakeholders and society.

Rational spending
Setting spending priorities to meet the needs and interests of stakeholders and eliminate expenditures in areas that do not add value.

Productivity
The rate/percentage of achievement performed by one unit of the supplier or production element during a specified period of time.

Work systems
The set of documented regulations, laws, decisions, orders, instructions and policies that guide and define the procedures, standards and steps to be taken to achieve a specific target.

Financial impact of projects
The study and analysis of the financial implications of establishing or launching new projects. This study usually compares more than one alternative proposal.

Definitions and Terminology

Data
Primary material of numbers, letters, symbols or facts describing a subject, idea or situation.

Continuous development
A management approach to attain leadership by introducing partial or small modifications to processes, work systems and performance standards in order to achieve the best possible performance.

Analysis
Examination of facts and data collected within the government entity in order to take reasonable and effective decisions. The analysis covers the study of relationships and the identification of causes.

Strategic planning
A process that ensures the visualization of the desired future of the government entity by developing a vision, mission, strategies and specific goals, while defining ways of achieving them based on the current situation.

Development
Developing the required solutions to respond to new requirements or introducing fundamental improvements to the current situation.

Grievance
Complaints or feedback submitted by an employee, either because of measures taken against him/her or because of perceived unfairness or injustice toward him/her due to the failure to abide by applicable laws and regulations or practices.

Definitions and Terminology

Institutional learning

Gaining information, obtaining knowledge and applying the practices associated with said information and knowledge that lead to improvement or change for the better, including benchmarking, revision, internal and external assessment, studying best practices, and examining best experiences.

Technologies

Practical applications resulting from research in various fields, including methods, tools, machines, devices and advanced equipment that help government entities accomplish their tasks effectively and efficiently.

Empowerment

Giving employees the authority and responsibilities necessary to make decisions about their work duties and helping them to acquire the skills and knowledge necessary to carry out their work perfectly.

Governance

A system that supports justice, transparency and accountability, reinforces trust and credibility in the work environment, specifies responsibilities, rights and relationships with all concerned categories in government entities and explains the rules and procedures necessary to make wise decisions about government entities' work through policies, laws, work systems and organizational structure design.

Digital government

A metaphor that symbolizes the commitment of government entities to accomplish work, carry out communications and provide services through modern technology (such as tablets, smartphones, the internet, kiosks, robots and drones) in a way that reinforces internal operation efficiency and ensures the continuous provision of services that do not require customers to visit service centers.

Definitions and Terminology

Work plan
Determining specific work and activities to accomplish long-term and short-term strategic goals. Work plans contain available resource details and a project execution schedule.

Government entity
An autonomous legal entity that has certain exclusive specializations or activities of a service or supervisory nature, such as a constituency, authority, institution, department, council or bureau, and is affiliated to the Dubai government.

Job turnover
The rate of replacing one employee with another at any government entity, calculated by dividing the number of employees who left the government entity by the total number of employees within a certain period of time.

Human capital
All individuals working at any government entity whose work and efforts can be utilized in manufacturing and service projects. This includes all people hired according to the civil service system, the contract system or the daily rate system, whether within full-time, part-time or temporary work contracts, and who hold positions in the entity's organizational structure.

Government entity mission
A statement composed to include the main goal for which the government entity was established, to achieve the expectations of concerned categories from said government entity. The mission describes the outline of the government entity's work and should be succinct, clear and easy to memorize.

Definitions and Terminology

Government entity vision

A phrase that represents a vision for the future, shows the government entity's ambition and what it aspires to be in the future, and provides motivation and inspiration for everyone working at said government entity.

Ease of access

The ease of reaching the government entity's location, accessing relevant information, and the employees and officials concerned.

Policies

Policies represent the main rules and general directive of any government entity. They determine the general path that helps officials during decision-making processes in various areas of work at the government entity.

Partnership

A relationship between two parties that join forces to achieve a strategic goal or the Dubai Plan 2021 indicators, provide a service, or implement a program or a project by utilizing and integrating the partners' diverse capabilities and skills.

Internal partnerships

These include the development of a network of internal relationships between different departments in the government entity to ensure flexibility, fast response times, the exchange of information and expertise, and constant improvement.

External partnerships

These include partnerships with customers, suppliers, other government entities, legislative authorities, local community groups, research centers and universities directly connected to the government entity's work.

Definitions and Terminology

Transparency
Providing stakeholders with sufficient opportunities to examine and learn about relevant information and decisions, including decision justification, the entities responsible and their results.

Complaints
Any communication from customers (written or oral) that expresses their dissatisfaction or unhappiness with a product or service they received, its quality, the way it was provided or any other related aspect.

Operations
A series of procedures and steps that are assigned to various resource inputs (physical, human or information) to ensure the provision of a particular service, product or work procedure.

Main operations
The operations through which tasks, activities and services of greater importance and impact on the government entity's work and results are carried out.

Effectiveness
The compatibility between outputs and specific institutional goals in line with the government entity's mission and vision.

Capabilities
All methods and means used by the entity to achieve its strategic goals, including operations, services, policies, programs and projects.

Definitions and Terminology

Values
These represent the government entity employees' main principles, conducts, behavior and their predominant traditions and beliefs upon which their work relationships are based. They reflect and reinforce a certain institutional culture.

Value
Deserved recognition of a service or operation's exerted effort or paid fees.

Efficiency
Accomplishing outputs through the optimal use of available resource inputs.

Customers
Everyone who contacts or communicates directly with the government entity to receive a service or product.

The affected
All individuals and corporations that benefit indirectly from the entity's activities and services.

Knowledge
Information that leads to a certain task or procedure.

Information
Data that has been organized, processed and analyzed to achieve a certain goal or specific use or that has been explained in a certain structural frame, or within a certain task or procedure.

Definitions and Terminology

Stakeholders/ concerned categories

Everyone who benefits from the government entity's services, is affected by the outputs and results of its work, deals with it to receive any of its services or products or to provide it with services or products. Concerned categories include regulation entities, the government sector, the private sector, board members, customers, suppliers, partners, society, the business community and human resources working at the government entity.

Benchmarking

Comparisons with outstanding corporations in specific fields to learn about best practices locally, regionally or internationally, both inside and outside the same scope of work, to benefit and learn from them.

Performance criteria

Quantitative or qualitative information that describe the outputs and operations performance in the government entity.

Government entity property

All movable and immovable assets owned by the government entity that can include land, real estate, technology, devices, equipment, machines, public facilities, stock and all other kinds of assets.

Quality level

The extent to which customer demands and expectations are met in services and products that affect their satisfaction, and compliance with service and product specifications.

Alignment

The coordination between plans, operations, information, decisions and resources to achieve the government entity's goals. Alignment requires a general coordinated understanding of the government entity's goals, the use of special measures and available information in planning, monitoring and analysis, followed by development at the level of the government entity and its organizational units and operations.

Organizational units

Departments, divisions or sections based on the government entity's organizational structure.

Assessment Cycle Manual

2020

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