المجلس التنفيذي
THE EXECUTIVE COUNCIL

دبــــي للتمــيز الحكومــي
Dubai Government Excellence

ASSESSMENT CYCLE MANUAL

2024

SECOND EDITION
2023

This is an English translation of the official assessment cycle manual issued in Arabic.

"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
Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai

"Dubai's government operations are inspired by the vision of HH Sheikh Mohammed Bin Rashid Al Maktoum who always stresses on teamwork as the best way to achieve excellence. Government entities in Dubai have what it takes to provide a world-class customer service."

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of the Executive Council

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INTRODUCTION

This manual serves as a valuable resource for Dubai Government Excellence Program (DGEP) Awards, providing a detailed overview of the awards, categories, criteria, assessment tools, and recognition approaches. It also offers clear instructions for participation in the upcoming 2024 assessment cycle. DGEP organizational awards continue to embrace a three-tiered approach, consisting of the Basic level, Excellence level, and Elite level. This multi-level structure ensures that government entities are consistently motivated to enhance their performance and strive for global leadership in their field of work. It encourages participants to leverage continuous development and improvement efforts, building upon the achievements made in the previous assessment cycles.

Recognizing the importance of keeping up-to-date with the emerging trends and addressing the challenges posed by the new normal in the post-COVID-19 era, DGEP has proactively updated its award criteria. By incorporating the latest global and futuristic trends in the field of excellence, the program ensures that its categories remain relevant and effective. These updated criteria also consider the valuable lessons learned from the previous two cycles and offer solutions to overcome implementation challenges. Furthermore, they capitalize on the numerous benefits that government entities have already gained through their participation in the program.

In the Elite model, the DGEP maintains the assessment principles from the previous cycle, namely Organizational Agility, Data Science and Artificial Intelligence (AI), and Partnership. This allows Elite level entities to continue their comprehensive implementation of these principles, which have proven to be highly effective. However, there have been slight adjustments in the assessment process to further emphasize the evaluation of implementation results over capabilities. This shift reflects the program's focus on recognizing and rewarding tangible outcomes achieved by the Elite level entities.

Furthermore, DGEP organizational awards continue to feature "variable awards" that align with international best practices and leadership directives. These awards are tailored for each assessment cycle, ensuring that the program remains responsive to evolving trends and emerging priorities. The 2024 Assessment Cycle preserves two notable categories: the "Best-People-of-Determination-Friendly Category" and the "Best Entity in Emiratization Category." These categories recognize the importance of inclusivity and workforce development, emphasizing the commitment of government entities to creating an enabling environment for people of determination and promoting Emiratization efforts.

In this assessment cycle, DGEP has introduced two new categories as part of the variable awards. The first category, "Most Future-Ready Entity," serves as a catalyst for encouraging entities to sustain their readiness for the future. It aims to inspire participating entities to proactively and swiftly seize opportunities and effectively address forthcoming challenges. This category specifically acknowledges entities with the highest results in the Dubai Future Readiness Index, which was launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, during the tenth cycle of the World Government Summit.

The second newly introduced category within the initiatives level, the "Best Joint Initiative" aims to foster collaboration and integration within the government sector. It encourages government entities to develop and implement initiatives and projects that align with the principle of "One Government". This category also seeks to promote synergies between the public and private sectors, leveraging the expertise and resources available in the private sector to enhance the efficiency of government entities in fulfilling their functions and conducting their operations.

In the pursuit of continuous improvement, the Dubai Medals of Excellence have undergone significant updates and refinements. Several assessment criteria have been carefully revised, updated, and merged. Furthermore, the assessment rubric for each criterion has been updated to provide clear distinctions between excellence levels of the sub-criteria and specify the score ranges associated with each level. This enhancement aims to streamline the assessment process, enhancing its accuracy, fairness, and objectivity.

To further optimize the assessment process, certain elements of the process have been modified. Personal interviews of candidates, capability assessments for all categories, and the percentage of a candidate's points relative to the entity's employees' happiness study have been discarded. Instead, the Dubai Medals of Excellence assessment now includes direct site visits to each candidate's workplace. This change ensures that all participants have an equal opportunity to showcase their achievements and excellence in a practical setting and provide more impartiality in the selection of the award winners.

DUBAI GOVERNMENT EXCELLENCE PROGRAM (DGEP) CATEGORIES - 2024 ASSESSMENT CYCLE

Award Level		Organizational Awards 2024		Dubai Excellence Medal Categories 2024*
Elite Level Award	1	The Elite Award	1	Dubai Medal for Assistant Director General / CEO
Excellence Level Award	2	Leading Government Entity	2	Dubai Medal for Supervisory Employee
Awards at Criteria Level	3	Best Entity in Innovation and Organizational Learning	3	Dubai Medal for Customer Happiness Employee
	4	Best Entity in Digital Enablement	4	Dubai Medal for Innovative Employee
	5	Best Entity in Achieving Dubai Plan	5	Dubai Medal for Specialized Employee
	6	Best Entity in Human Capital	6	Dubai Medal for Administrative Employee
	7	Best Entity in Providing Integrated Services	7	Dubai Medal for Field Employee
	8	Best Entity in Efficiency and Corporate Governance	8	Dubai Medal for Young Employee
Variable Category Awards	9	Best People-of-Determination-Friendly Entity		Special Recognition
	10	Best Entity in Emiratization		
	11	Best Joint Initiative		
	12	The Most Future-Ready Entity	9	The Unknown Soldiers

* **No changes on the previous categories of the 2020 Assessment Cycle**

ORGANIZATIONAL AWARDS

The DGEP Organizational Awards consist of three main levels:

Basic Level

Entities which scored less than 450 points in the previous assessment cycle

Excellence Level

Entities which scored between 450 to 599 points in the previous assessment cycle

Elite Level

Entities which scored 600 points or higher in the previous assessment cycle

The above figure shows the excellence levels of the DGEP organizational awards. Entities that score less than 450 points are categorized in the Basic level of excellence and those that score between 450 to 599 points are categorized in the Excellence level, while those that score 600 points or more are categorized in the Elite level and are qualified to compete at the Elite level in the next assessment cycle. The below figures show the award levels, category titles, 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 Model categories.

ORGANIZATIONAL AWARDS

Award Level	Award Category	Assessment Criteria	Awards
Elite Level	One (1) category	Government Excellence Model criteria, in addition to the Elite criteria	Elite Award
Excellence Level	Seven (7) categories	Government Excellence Model criteria	The Government Excellence Model Award Categories
Basic Level	None	Government Excellence Model criteria	

Award Levels and Categories

	Award Level	Points	Awards	Next Assessment Cycle
Elite Assessment	Elite Level	600 or higher	Elite Certificate, Elite Award, and special recognition and competes in Variable Awards categories only	Remains at Elite level
		Less than 600	Excellence Certificate	Moves down to Excellence level
Government Excellence Model Assessment	Excellence Level	600 or higher	Excellence Certificate and competes for Leading Government Entity Award and Other GEM and Variable Awards Categories	Moves up to Elite level
		450-599		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	Remains at Basic level

Rules for Moving between Levels and Recognition

THE OBJECTIVES OF UPDATING THE DUBAI GOVERNMENT EXCELLENCE MODEL

Incorporation of the New Excellence Trends and Concepts (including the alignment with the updated UAE Federal excellence model and the benchmark with international excellence models)

The pillars of the excellence model are updated in alignment with the new trends in designing excellence models and with the updated UAE Federal excellence model. The pillars are redesigned whereby the first pillar, "The Vision", includes the criteria related to the strategic and futuristic directions (i.e. the entity's direction) as well as the criteria related to leading the entity towards achieving those directions while ensuring their governance and maintaining the entity's agility (i.e. directing the entity). As indicated by its title, the second pillar, "The Distinctive Value", includes the criteria related to the added value provided by the government entity to all its related stakeholders including their customers and society. This is accomplished when the entity fulfills its main functions, provides its services, appropriately manages its resources, and ensures its socio-economic and environmental sustainability. As for the third pillar, the "Development Enablers", it is designed to include criteria requirements which stimulate and expedite the development of the other model's criteria, this includes innovation, technology utilization, digital enablement, as well as learning and data management. Noting that the requirements of the third pillar are applied on all other criteria of the other two pillars of the model.

The model incorporated new criteria that are aligned with the new excellence trends, such as organizational agility, data management, organizational learning, and the jobs of the future. Also, the criteria related to government services and digital government are redesigned and integrated and the criteria requirements have been rewritten to represent the best practices that the leading entity should adopt to deliver cutting edge services from the customer's perspective regardless of the delivery channel or the entity providing that service.

Incorporation of Lessons-Learnt from the Implementation of the 2017 and 2021 Assessment Cycles

Reviewing the lessons learnt from the previous two assessment cycles, it was decided to maintain the same assessment criteria, procedures and mechanisms which proved to add value and have a positive impact on the government entities' performance. The main principles of the assessment tool used to assess capabilities and results are kept the same; however, they were updated to include concepts related to organizational agility, utilization of technology, along with other updates which optimize the effectiveness of the tool in evaluating the entity's excellence level against the set criteria. Moreover, the new model benefited from the challenges which emerged during the actual implementation of the previous government excellence model and from the other new excellence models, either through the redesign of the model pillars or the update of the assessment procedures and tools.

THE OBJECTIBVES OF THE DUBAI GOVERNMENT EXCELLENCE MODEL UPDATES

Focus on Dubai's Priorities and Strategic Projects

The Dubai GEM updates have now more focus on implementing government priorities, major strategic projects, and leadership directives which are specifically directed to certain government entities. The updated model provides those priorities and directions the appropriate focus (and weight) they deserve to ensure their rapid and efficient achievement.

Consideration of Outcomes Provided by the Team Concerned with the Revision and Update of the Central Government Entities' Performance Indicators

The formation of the Central Government Entities' Performance Indicators team aims at reviewing the central indicators in order to reach the optimal and important set of performance indicators that enable the central government entities to monitor and ensure the achievement of their goals at every stage of their work. A guide related to these indicators and their details was prepared and distributed to government entities and these indicators were incorporated in the updated version of the Government Excellence Model.

Consideration of the Excellence Requirements Related to the Post-COVID-19 Phase

The spread of and dealing with Covid-19 imposed a new normal in all sectors, especially in the government sector. This 'new normal' was taken into account when conducting the updates by introducing the concepts of organizational resilience and agility, dealing with internal and external developments, as well as the rapid and efficient management of risks. In addition, the updates focus on upskilling and re-skilling of human resources to enable them perform their future jobs and be aware of the new work methods which will be adopted in the new normal.

Sustaining the Achievements of the Program as Part of the DGEP 2.0 Updates

The implementation of the new mechanism for categorizing government entities across excellence levels based on their performance has proven to be highly effective. Following this mechanism, ambitious goals are set for entities at each level, encouraging entities to continually strive for higher levels of excellence. Furthermore, the effectiveness of dealing with Elite level entities has been demonstrated through their adoption of the advanced pillars embedded within the Elite Model. The Elite Model Pillars are considered more advanced in their levels and concepts than the ones expected to be adopted by other entities.

PILLARS, CRITERIA , AND WEIGHTS OF THE DUBAI GOVERNMENT EXCELLENCE MODEL 2022

No.	Pillar 1: The Vision	25%
1	Development Management	9%
1-1	Change Management	2.5%
1-2	Organizational Agility	4%
1-3	Corporate Governance	2.5%
2	Strategic Intent for Organizational Leadership	16%
2-1	Future Readiness	2%
2-2	Dubai Priorities and Plan	10%
2-3	Strategic Intent and Global Competitiveness Ranking	4%

No.	Pillar 2: Distinctive Value	65%
3	Main Government Functions	40%
3-1	Processes Management	10%
3-2	Management of Projects, Initiatives and Policies	10%

No.		
3-3	Integrated Government Services	20%
4	Societal Value	6%
4-1	Partnership	2%
4-2	Socio-Economic and Environmental Sustainability	2%
4-3	Government Communication	2%
5	Human Capital and Emiratization	10%
5-1	Managing Professional Talents	5%
5-2	Jobs of the Future	2.5%
5-3	Emiratization	2.5%
6	Resources Management	9%
6-1	Financial Management	5%
6-2	Assets Management	2%
6-3	Management of Supply and Suppliers	2%

No.	Pillar 3: Development Enablers	10%
7	Innovation	5%
8	Data Management and Organizational Learning	2.5%
9	Digital Enablement	2.5%

DUBAI GOVERNMENT EXCELLENCE MODEL 2022 CRITERIA

Main Government Functions
Societal Value
Human Capital and Emiratization
Resources Management

Distinctive Value 65%

Development Enablers 10%

Development Management

Strategic Intent for Organizational Leadership

Innovation
Data Management and Organizational Learning
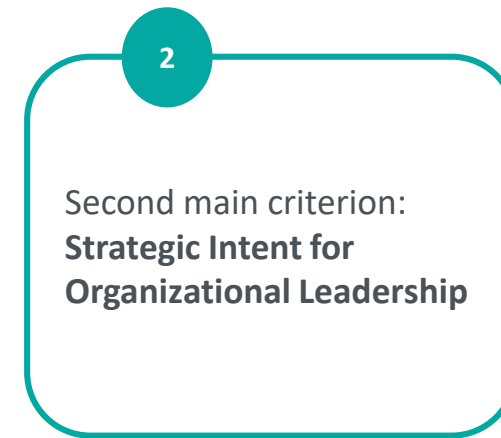**Digital Enablement**

The Vision 25%

Assessment Cycle 2024

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

The First Pillar: The Vision (25%)

This pillar consists of two main criteria, each of which is divided into three sub-criteria. The first criterion focuses on the senior management's capabilities to direct, transform, and develop the government entity in a dynamic and flexible manner, while ensuring at the same time its governance and compliance with regulations. The second criterion focuses on the senior management's ability to enhance the entity's readiness for the future and to achieve its strategic directions and pioneering levels in its field of work, especially in areas that are a priority for Dubai government, with a focus on the ultimate goal of the government entity's existence, which is to improve people's quality of life and happiness.

1

First main criterion:
Development Management

2

Second main criterion:
Strategic Intent for Organizational Leadership

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

First Main Criterion: Development Management

This main criterion focuses on the capabilities of the Senior Management Team of the government entity in defining the entity's vision, directions, and setting up its leading and futuristic strategic objectives. The criterion also focuses on the capability of the Team in mobilizing efforts, managing the overall organizational performance, and guiding it towards achieving those objectives. Moreover, the criterion focuses on the Team's ability to foster an organizational culture which is based on the values of achievement, excellence, innovative and forward-thinking, as well as the pursuit of transformation and development of the entity through supporting, empowering, and maintaining effective communication with the entity's human resources and all other stakeholders.

1-1   Change Management

A.   Capabilities of Change Management

This criterion may include the following:

❑ Adopting the appropriate and agile business models and frameworks, leading, reviewing and directing organizational performance, mobilizing efforts, and ensuring cooperation and integration to achieve the entity's main functions, objectives and strategic intents and enhance its competitiveness, organizational leadership, and future readiness.

❑ Supporting the achievement of the government entity's ultimate goal of existence, which is contributing to improve the people's quality of life through cooperation and integration with its partners in the sector, in which it operates, and in the government system in general.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities of Change Management (Cont.)

❑   Managing change and continuous improvement based on organizational learning and innovation; ensuring the achievement of transformation and change-related objectives; maximizing its results and impacts; setting the entity's innovation strategic objectives; building a suitable environment for innovation; and providing necessary resources, tools and systems to support innovation.

❑   Reviewing and developing the performance level of the entity's senior management team on a regular basis; and developing second and third tier of leadership through programs aiming at developing their appropriate leadership competencies and skills.

❑   Supporting and fostering an organizational culture which is based on the values of positivity, achievement, excellence, teamwork, innovative futuristic thinking, and the pursuit of development by supporting, empowering and communicating with the human resources; setting a good example for integrity as well as for superior and responsible performance; continuous communication with society and the other stakeholders; and enhancing confidence in the government entity and its senior management team.

B.   Assessment of the Change Management-Related Achievements and Results

Depending on the government entity's work nature, goals and activities, this criterion may include the following results:

Performance Indicators Provided by the Entity:

❑   Results of change and development-related projects.

❑   Results related to trust (the society's trust in the government entity and the human resources' trust in the leadership team).

❑   Performance results of the senior management team.

❑   Results of the stakeholders' happiness with the leadership's external communication with the stakeholders.

❑   Results of the employees' happiness with the leadership team in areas such as empowerment, supporting an innovation culture, and providing a positive work environment.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

1-2   Organizational Agility

This criterion focuses on the ability of the government entity to sense and predict the fast changing external and internal changes. It emphasizes the entity's capability to effectively deal with those changes through flexible, efficient, proactive, and responsive approaches in its work models, management approaches, and resources management. It also highlights the distinguishing features of the senior management team in change management, development, and their support for its people. This enables the entity to handle change and development requirements, effectively manage risks, crises, disasters, emergencies, and overcome them, while consistently achieving its main goals and objectives. Moreover, it enables the entity to seize the opportunities created by those changes and overcome or address the challenges accompanying them in order to achieve organizational leadership.

1.2.1 Designing and Implementing a Comprehensive Organizational Agility System

A.   Capabilities of Designing and Implementing a Comprehensive Organizational Agility System

This criterion may include the following points:

❑ Building an organizational culture that promotes flexibility, proactiveness, and rapid response to changes while utilizing the minimum resources.

❑ Applying mechanisms to forecast, continuously monitor, and sense the changes within the government entity (such as changes of people's needs and the changes of the objectives of the internal work systems) and outside it (such as changes to customers' needs and expectations, monitoring initial indications of crises, disasters, emergencies, workplace and technology-related developments) at operational, strategic and futuristic levels; as well as to analyze data and information, and provide them to decision-makers in a timely manner and in an appropriate form, through effective communication channels.

❑ The speed and effectiveness of the senior management team in making decisions, based on information and facts; management of transformation and change; fostering a culture involving human resources in change and development; encouragement of cooperation and adoption of innovative solutions to overcome challenges and seize future opportunities; as well as investment in artificial intelligence (AI) and modern technology's capabilities to ensure the speed, efficiency and effectiveness of information analysis and speed of decision-making.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   **Capabilities of Designing and Implementing a Comprehensive Organizational Agility System (Cont.)**

- ❑ Adopting flexible structures and work models to ensure optimal utilization of skills, resources, and fast phased achievements to meet objectives within the targeted timeframe (such as adopting the principles of design thinking to ensure the continuous satisfaction of the needs and expectations of stakeholders), and providing the remote work capabilities and resources to ensure business continuity and leverage skills and capabilities of people through remote work practices.

- ❑ The use of flexible information and technology systems which enable their operational continuity, maintenance, modification, change and update (as well as their integration and link with other systems and technologies) in a rapid and affordable manner.

- ❑ The flexibility of material and financial resource management systems in terms of the ability to respond to change as well as to make modifications quickly and at an appropriate cost, including the agreements and contracts with suppliers, service providers and partnership agreements.

- ❑ Integration and cooperation between internal departments; applying the cross-functional team approach; overcoming administrative difficulties and obstacles; streamlining workflows; and achieving the objectives of initiatives and projects in a way which serves the accomplishment of strategic goals and intents.

- ❑ The effectiveness of implementing creative ideas, innovative projects, future-shaping initiatives and projects; in integration with the organizational operations; and benefiting from organizational learning in enhancing work approaches, policies and systems.

- ❑ Taking into consideration the characteristics of flexibility, efficiency, and responsiveness when designing and implementing all organizational capabilities (including strategies, work models and structures, processes, initiatives, projects, policies, and services), and conducting regular reviews to ensure the continuity of the incorporation of those characteristics in the organizational capabilities.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of the Achievements and Results Related to Designing and Implementing a Comprehensive Organizational Agility System

Depending on the government entity's work nature, goals and activities, this criterion may include the following results:

Performance Indicators Provided by the Government Entity:

❑   Results related to accuracy of forecasting internal and external changes and the speed of responding to them.

❑   Results of business continuity and achievement of business objectives upon the occurrence of change, crises, emergencies, and disasters.

❑   Results of projects and business models which were implemented using organizational agility methods (speed of response, achievement and adaptation; effectiveness and efficiency of objective achievement).

❑   Results of reviewing and developing capabilities to ensure organizational agility characteristics (percentage of compliance to plan, percentage of reviewed capabilities against targeted).

❑   Results of implemented projects, seized opportunities, and saved costs through the application of organizational agility.

❑   Results of enhanced efficiency after implementing organizational agility methods.

1.2.2 Managing Risks, Crisis, and Disasters

A.   Capabilities of Managing Risks, Crisis, and Disasters

This criterion may include the following points:

❑   Identify all types of risks, crises and disasters (such as strategic, financial, environmental, information security, operational, related to occupational health and safety) and determine the probability of their occurrence and the impact (Severity) of their occurrence.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A. **Capabilities of Managing Risks, Crisis, and Disasters (Cont.)**

❑ Developing and implementing a risk management plan that includes activities, implementation responsibilities, timelines, and required resources for implementation. The plan should include developing effective tools for sensing and anticipating risks, the prompt and efficient implementation of risk response plans, rapid adaptability, and the sustainability of positive results following the response phase or risk mitigation.

❑ Identifying scenarios and alternative plans to respond to changes and updates that may hinder the achievement of strategic objectives, execution of operations, projects, initiatives, and programs, and to ensure the continuity of the entity's operations in the event of occurrence of such changes, updates, or risks.

❑ Preparing and implementing a communication plan to ensure effective communication with all stakeholders to deal with risks, crises and disasters, in coordination with partners and in alignment with the entity's communication strategy.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   **Assessment of the Achievements and Results Related to Managing Risks, Crisis, and Disasters**

Depending on the government entity's work nature, goals and activities, this criterion may include the following results:

Performance Indicators Provided by the Government Entity:

❑   Results of training plans and drills related to responding to crises and disasters (including business continuity).

❑   Results of the effectiveness of communication tools and channels in terms of mitigating the risk's impact and responding to crisis and disasters.

❑   Results of emergency plans in terms of responding to and handling risks (in case of their occurrence).

❑   Statistics resulting from crisis and disasters.

❑   Number of eliminated risks (through responding to the risks and mitigating their impacts)

❑   Results of accidents resulting from the entity's operations and activities (e.g. number of work-related injuries).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

1-3   Corporate Governance

This criterion focuses on the efficiency and effectiveness of the overall governance framework, ensuring the achievement of the principles of accountability towards stakeholders and transparency towards the community and relevant entities especially in relation to compliance to legislation and laws, including those related to intellectual property rights. Furthermore, this criterion focuses on the achievement of leading results in corporate governance.

A.   Capabilities of Corporate Governance

This criterion may include the following points:

- ❑ Ensuring the development and implementation of effective and comprehensive governance framework and policies in various work areas within the government entity. All activities and decisions made should be in the best interest of the entity and aim to achieve its goals, ensuring that there is no conflict of interest or abuse of authority at all management levels and systems (e.g. administrative management, human resource management, financial management, information and technology management, project management, resources and assets management, and others).

- ❑ Achieving governance principles related to the separation of control and regulatory activities from service and operational activities, as well as ensuring the identification of responsibilities, authorities, and decision-making mechanisms.

- ❑ Ensuring the creation of a work environment which is characterized by integrity, fairness, transparency, and consideration of the interests of the entity so as to ensure the achievement of its goals, specifically the goals of the Government of Dubai and the United Arab Emirates as a whole.

- ❑ Complying with the legislations, laws and the requirements of central government entities and programs; and effectively following-up to close any findings stated in the assessment and audit reports issued by entities in charge of administrative, financial or legislative monitoring and control (e.g. The Department of Finance in Dubai, Financial Audit Authority, The Supreme Legislation Committee).

- ❑ Applying necessary and adequate measures to reserve the entity and stakeholders' intellectual property rights.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   **Assessment of the Achievements and Results Related to Corporate Governance**

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

B.1   **Performance Indicators Related to Corporate Governance**

Performance Indicators Provided by the Dubai Government Legal Affairs Department

❑   Observations of Dubai Government Legal Affairs Department in relation to the government entities' legal compliance (legal compliance in government claims, legal and procedural compliance in complaints filed against the government/the government entity).

Performance Indicators Provided by the Supreme Legislation Committee

❑   Observations of the Supreme Legislation Committee with respect to the entity's compliance to legislations regulating its functions (Performance rating of issued legislation regulating the functions of government entities).

Performance Indicators Provided by Department of Finance of the Government of Dubai

❑   Observations of the Department of Finance for Dubai Government with respect to budget execution and compliance to related instructions thereof (Commitment to submit the draft final account for the ended financial year as per the date specified in the financial circular to the Department of Finance).

Performance Indicators Provided by the Financial Audit Authority of the Government of Dubai

❑   Observations of the Financial Audit Authority of the Dubai Government (Conformance with the leading practices and standards of internal audit, follow up and implementation of audit observations).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Performance Indicators Provided by the Government Entity

- ❑ Observations highlighted in the internal and external audit reports, as well as in the related assessment and performance system audit reports, categorized by their importance.

- ❑ Percentage of observations, highlighted in the assessment and performance management system and audit reports, which were closed in a timely manner.

- ❑ Compliance level with executive and management regulations and decisions within the entity's functions.

- ❑ Compliance level with intellectual property laws and provisions.

B.2   Perception Measures of Stakeholders in Relation to Governance

These measures reflect the opinions and perceptions of stakeholders related, directly or indirectly, to corporate governance (through perception surveys, focus groups, feedback, suggestions, complaints, and appreciation letters). 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 fairness when dealing with customers.

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

- ❑ Results of applying the principles of transparency, integrity, fairness and equal opportunities when dealing with suppliers and when setting their selection criteria.

- ❑ Results of public's satisfaction (happiness) with regard to publishing the provisions of the executive decisions in the approved publication channels.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Second Main Criterion: Strategic Intent for Organizational Leadership

This criterion focuses on fostering a culture of future-thinking and readiness, as well as the extent to which the entity develops its capabilities in future-oriented thinking. through the continuous development of intellectual capital and the ability to innovate in order to advance towards global leadership and effectively respond to changes using different future foresight tools. It also focuses on the ability of the entity to sense, monitor and analyze global and future trends, and the approaches it adopts to fast respond and align with them in an effort to build a firm readiness to the future and to all known and unknown possibilities, risks and outcomes. This involves updating the work approaches adopted by the entity that aligns with achieving progress beyond the entity's current capabilities. Furthermore, the criterion highlights the entity's efforts to understand future changes and build future models and scenarios for relevant sectors it operates within. It emphasizes seizing opportunities while ensuring strategic and operational agility that impacts its operations, services, and policies, ultimately contributing to the happiness of stakeholders and society. Moreover, this criterion focuses on the achievement of leading results in this domain.

2-1   Future Readiness

A.   Capabilities of Future Readiness

This criterion may include the following points:

❏   Establishing an organizational culture based on future thinking and future readiness, creating awareness, and enhancing the human resources and organizational capabilities in the field of future-shaping.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A. Capabilities of Future Readiness (Cont.)

❑ Applying qualitative and quantitative future-shaping tools and methodologies to anticipate the nature and importance of future developments and trends (social, economic, technological, environmental, etc.); analyzing the extent of the impact of these future developments on the areas related to the entity's functions; as well as identifying alternatives and selecting the best amongst them based on the strength of these trends to benefit from them, deal with them, or direct them towards serving the entity's goals and achieve future competitiveness and leadership for the entity itself and the sector in which it operates in particular and for the government in general.

❑ Providing, utilizing and updating the big data required to perform future analytics.

❑ Developing proactive strategies, initiatives and policies based on the right analyses of future trends in a way that puts the government entity along with the sector in which it operates in particular and Dubai government in general at a global leadership level.

❑ Developing future-related studies to include the work of the government entity and the government sector in which it operates in all its domains, and conducting joint studies among sectors.

❑ Benefiting from the results of future-shaping studies and the entity's organizational agility capabilities to achieve leadership in seizing the opportunities provided by the future; overcoming future challenges that it may face, enhancing its ability to keep up with and adapt to future changes; enhancing its future readiness; harnessing technology; and adopting future accelerators and business incubators concept tools to help achieve this.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of the Achievements and Results Related to Future Readiness

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

B.1   Performance Indicators Related to Future Readiness

Performance Indicators Provided by the General Secretariat of the Executive Council

❑   Results of the government entity's future readiness (according to the Dubai Future Readiness Index).

Performance Indicators Provided by the Government Entity

❑   Results of creating awareness and enhancing future shaping capabilities in the government entity.

❑   Results of future shaping-related studies prepared by the entity in its field of work, such as seized opportunities, as well as the projects and initiatives which were implemented to promote the entity's future readiness.

2-2   Dubai Priorities and Plan

This criterion focuses on the extent to which the entity fulfills its role in achieving the directives, visions, and initiatives of Dubai's leadership, giving them the highest priority in implementation. It also emphasizes on the achievement of strategic objectives at the level of the Emirate of Dubai, as outlined in the Dubai Plan, through planning, coordination, and partnership with relevant entities and the community. This includes preparing innovative and pioneering business models to enhance the Emirate's position in quality of life, productivity, resilience, and various strategic fields. Moreover, this criterion highlights the entity's monitoring of its performance and evaluation of the achievement of Dubai Plan's indicators to track the government's performance, understand it, predict it, and improve it.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

2-2-1 Dubai Leadership's Directives, Visions, and Initiatives

A. Capabilities of Implementing the Directives, Visions, and Initiatives of Dubai Leadership

This criterion may include the following points:

❑ Following-up on the directives, visions and initiatives of the Dubai leadership in relation to the main functions of the government entity through the approved government communication media and channels.

❑ Coordinating with the General Secretariat of the Executive Council regarding the roles and responsibilities related to the implementation of the leadership's directives; as well as the development of business models, approaches, initiatives, projects, or policies that contribute to fulfilling these directives within the set timeframes, and to identifying the right partners from the government, private, and non-profit organizations as well as communicating with them for the purpose of implementing the directives.

❑ Allocating the necessary resources for implementing the leadership's directives in coordination with the General Secretariat of the Executive Council and the Department of Finance of the Government of Dubai.

❑ Following-up on the development of business models, approaches, initiatives, projects or policies, and ensuring their implementation within set timeframes and up to the targeted level of quality, performance and cost in order to ensure their successful achievement and implementation.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of the Achievements and Results Related to Implementing the Directives, Visions, and Initiatives of the Dubai Leadership

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

B.1   Performance Indicators Related to Implementing the Directives, Visions, and Initiatives of the Dubai Leadership

Performance Indicators Provided by the Government Entity

❑   Results and outcomes of implementing plans, projects, initiatives, programs and policies related to fulfilling the directives, visions and initiatives of the Dubai leadership.

❑   Results of fulfilling the roles assigned to partner entities in the approved joint or supporting programs and initiatives identified by the entity to achieve directives, visions and initiatives of the Dubai leadership.

❑   Results of measuring the effectiveness of plans, policies, initiatives and programs related to implementing the directives, visions and initiatives of the Dubai leadership.

2-2-2 Dubai Plan

A.   Capabilities of Planning and Following-Up on the Implementation of Dubai Plan

❑   Defining Dubai Plan's indicators which fall within the government entity's scope of work and under its full responsibility; provided that the definition includes: indicator scope; indicator definition; the purpose of its measurement; the sub-indicators that may fall under it; measurement mechanisms, formulas and data sources; the periodic targets up to reaching the ultimate targets of the Plan; appropriate benchmarking; in addition to identifying existing gaps in relation to the availability and sustainability of the indicator data (if any).

❑   Identifying all the entities that contribute to the achievement of Dubai Plan's objectives (e.g. responsible entities, participating entities, supporting entities, data sources, social categories, the private sector, the non-for-profit sector, and other relevant entities); as well as ensuring coordination and active participation with these entities throughout all planning and implementation stages in order to achieve the goals and objectives of Dubai Plan.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   **Capabilities of Planning and Following-Up on the Implementation of Dubai Plan (Cont.)**

❑   Involving the society in identifying the priorities of Dubai Plan and in developing relevant government policies, in line with Dubai government's direction of ensuring the involvement of society at all stages of strategic planning and public policy development, up to the assessment of those policies' impact on public life, while from the available digital participation platforms.

❑   Identifying and implementing the projects approved in the Dubai Plan (including acceleration projects that are executed in accordance with the Dubai Plan Accelerators Approach); as well as proposing and implementing additional programs or projects which support the achievement of the Plan's indicators, including those related to raising society's awareness about the Plan and enhancing their contribution in achieving its objectives. This will be achieved through the implementation of work plans which clearly define implementation-related activities, responsibilities, timeframes, required resources, performance metrics, as well as plans concerning the involvement of society, risk management, and communication management with the relevant entities, to avoid overlaps and duplication. Such projects and programs may include:

- Projects and programs that are implemented solely by the responsible entity.

- Projects and programs that are implemented jointly or in coordination with other entities.

- Projects and programs which are necessary to address the (statistical) gaps related to the provision, accuracy and sustainability of the Plan indicators' data.

❑   Providing the concerned entities with the details of work projects and programs related to the achievement of the Dubai Plan's indicators, as well as the results of relevant indicators, projects and programs through the "Qarar" system. This should be in accordance with the agreed requirements and within the set timeframes, while ensuring the validity, integrity and accuracy of the provided data.

❑   Conducting periodical reviews of the Dubai Plan-related projects, programs, work plans and indicators' data to ensure their adequacy, recency and effectiveness, as well as to determine the entities responsible for their preparation, review, and update.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Planning and Following-Up on the Implementation of Dubai Plan (Cont.)

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

B.1   Performance Indicators Related to Dubai Plan

Performance Indicators Provided by the General Secretariat of the Executive Council

❑   The extent to which Dubai Plan has been achieved.

❑   The extent which government entities are compliant to providing indicator data in the selected timeframe.

❑   Dubai Plan progress program.

❑   Progress data compliance.

Performance Indicators Provided by the Government Entity

❑   Results and outcomes of implementing plans, projects, initiatives, programs and policies related to Dubai Plan's objectives.

❑   Results of fulfilling the roles assigned to participating entities in the approved joint policies, programs and initiatives or the supporting programs identified by the entity.

❑   Results of measuring the effectiveness of policies, initiatives and programs related to Dubai Plan.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.2   Perception Measures Provided by the Government Entities

❑ Perception measures of entities participating in Dubai Plan. This may include measures such as general impression, commitment to partnership terms and conditions, the extent to which the partnership is beneficial, assessment of communication channels, effectiveness of collaboration to provide and exchange information, and transparency in dealings.

❑ Society-related perception measures regarding society involvement. This may include measures such as satisfaction level, level of participation effectiveness, assessment of communication channels, and transparency in dealings.

2-3   Strategic Intent and Global Competitiveness Ranking

This criterion focuses on the ability of the entity to define its strategic directions and goals, as well as monitor and achieve them through appropriate mechanisms and plans. It also emphasizes on aligning the strategic directions with Dubai Plan; achieving advanced positions in international competitiveness indicators, quality of life and resilience; achieving the higher purpose of the government entity's existence which is to ensure the happiness of customers in particular and the society and people in general, as well as to enhance their quality of life; in addition to focusing on the assessment of achieving the strategic objectives through an interactive system designed to manage operational performance related to policies, projects, initiatives, programs, and operations in order to monitor, understand, predict and improve the government performance.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities of the Strategic Intent and Global Competitiveness Ranking

This criterion may include the following points:

- ❑ Preparing, reviewing and updating the entity's strategic directions, priorities, plans and supporting policies, on a regular basis, in accordance with best practices and based on approved criteria (such as the guidelines issued by the General Secretariat of the Executive Council in relation to strategic planning, strategic performance management, and government policies); ensuring their flexibility in dealing with and adapting to internal and external changes and future developments; and ensuring their adequacy and effectiveness in determining the entities responsible for preparation, review and update.

- ❑ Considering the achievement of customers' happiness in particular and society and people's happiness in general, as well as the enhancement of their quality of life as the higher purpose of the government entity's existence. Achieving this should be embedded and integrated within the entity's strategic goals and directions and should be reflected through the entity's functions, operations, policies, programs and services.

- ❑ Translating strategic directions and priorities in the form of flexible, transformational and developmental objectives, programs, policies, initiatives, and projects through which the entity seeks to achieve leading ranks in international indicators related to the main functions of the entity itself, the sector in which it operates, the Emirate of Dubai, and the United Arab Emirates.

- ❑ Coordinating with strategic partners and concerned entities to define roles and responsibilities; determine the approaches and mechanisms that will be adopted by each party to achieve its contribution to the joint strategic goals; develop common strategic performance indicators; define targets related to each party; determine the extent to which each party contributes to achieving targets and developing policies, programs, and initiatives which aim at attaining the common strategic goals and ensuring the avoidance of inefficient overlaps and duplication.

- ❑ Ensuring that the strategic indicators and directions are chronologically ordered and aligned with Dubai Plan's indicators and the international indicators, which are relevant to the entity's function and the sector in which it operates, at all levels across the government entity (from the level of the entity's vision and strategic objectives, to the objectives of the business units and main operations, down to the individuals' level).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A. Capabilities of the Strategic Intent and Global Competitiveness Ranking (Cont.)

❑ Developing an interactive organizational performance management system that ensures the ability to adapt to internal and external changes, including the identification of an optimal set of performance indicators (in terms of type and number), and its application through a governed system capable of measuring, monitoring and predicting performance and the success in achieving the strategic objectives; as well as of defining the responsibilities and authorities to implement and review this system in all its stages and at all levels based on approved and communicated criteria.

❑ Monitoring the performance of the entity in achieving targets and utilizing the reports of the Organizational Performance Management System, relying on performance results and reports in the periodical review of the strategy and its supporting policies, projects, initiatives, programs, operations, and services. This includes utilizing the performance reports in decision-making by concerned staff at all administrative levels and updating them based on performance results

❑ Providing the entity's performance management system in an electronic or smart format, in line with the entity's nature of work; as well as ensuring that it is linked to the relevant internal electronic systems (Human resources management system, financial system, project management system, and operations management system) and external ones ("Qarar" System, the smart financial planning systems, etc.) in order to achieve efficiency and effectiveness in the entity's operations.

❑ Applying an internal audit mechanism to ensure the validity and credibility of performance results as well as the integrity and accuracy of performance data collection mechanisms; and to verify the data sources, the indicators' calculation methods, and the provision of data to relevant entities locally and globally in an accurate and timely manner.

❑ Commitment to providing the results and statistics relevant to international indicators to the concerned entities (e.g.: the General Secretariat of the Executive Council, Dubai Statistics Center, Federal Competitiveness and Statistics Centre, and relevant international entities) according to the agreed requirements and within the required timeframes.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Strategic Intent and Global Competitiveness Ranking

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

B.1   Performance Indicators Related to the Strategic Intent and Global Competitiveness Ranking

Performance Indicators Provided by the Government Entity

- ❑ Results of achieving the strategic targets and the indicators of international reports related to the entity's work (which do not fall under Dubai Plan's indicators specified in criterion 2-2) that are determined based on the government entity's main functions stipulated in its incorporation decree.

- ❑ Results of measuring the impact and effectiveness of policies related to the achievement of strategic goals.

- ❑ Results of commitment to the time specified by the concerned entities for the provision of the results and statistics related to the central government entities' indicators and the international competitiveness indicators which are relevant to the entity's work.

- ❑ Audit results related to the strategy implementation and performance management systems.

B.2   Perception Measures Related to the Strategic Intent and Global Competitiveness Ranking

Perception Measures Provided by the Government Entities

- ❑ Partners-related perception measures concerning initiatives, projects, policies and programs aimed at achieving strategic goals and directions, as well as achieving global leadership rankings. These measures may include general impression, commitment to partnership terms and conditions, the extent to which the partnership is beneficial, assessment of communication channels, effectiveness of collaboration to provide and exchange information, and transparency in dealings

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

The Second Pillar: The Distinctive Value (65%)

This pillar consists of four main criteria which are the "Main Government Functions", "Societal Value", "Human Capital and Emiratization" and "Resources Management". All these criteria represent the added value offered by the government entity in a way that meets and exceeds its stakeholders' requirements and expectations. The entity performs its business, main functions, and initiatives; as well as develops its policies and offers its services at outstanding and competitive levels, that place it at leading positions, in a manner that meets and exceeds its customers' needs.

It also cooperates and partners with government entities and other sectors to improve the society's quality of life; as well as to achieve social, economic and environmental sustainability. In addition, the entity provides an added value to the Government of Dubai through its effective management of the human capital, improving its capabilities and skills, and focusing on Emiratization processes. Moreover, the entity achieves advanced levels of government efficiency through its effective management of all other government resources which are under its disposal.

1

Third main criterion:
Main Government Functions

2

Fourth main criterion:
Societal Value

3

Fifth main criterion:
Human Capital and Emiratization

4

Sixth main criterion:
Resources Management

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Third Main Criterion: Main Government Functions

Government entities achieve the functions stipulated in their establishment decrees through providing services and operating processes; executing projects and initiatives; or issuing policies and regulatory laws in the field of their specialization. The criterion focuses on the extent of the entity's level of excellence in managing the various approaches and tools by which it performs its main functions and achieves leading results.

3-1   Process Management

This criterion focuses on the design, implementation, and periodical monitoring, and improvement of the processes and procedures that are continuously implemented as part of fulfilling the entity's main functions in alignment with the Dubai Plan and its strategic intents and objectives. Additionally, this criterion focuses on assessing the results of the entity's operational key performance indicators to monitor, understand, identify, predict, and improve the results of organizational performance and the achievement of the entity's core functions in general.

A.   Capabilities of Process Management

This criterion may include the following points:

❑   Designing work models and managing processes to ensure the achievement of targeted levels of operational and strategic performance, while aligning with the nature of the entity's operations. This includes innovating work models and mechanisms that enable effective management of development processes, agile work applications, digital government management, and the management of tasks and functions of the government of the future

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A. Capabilities of Process Management (Cont.)

❑ Identifying and classifying the necessary processes to implement the government entity's strategy and achieve its objectives; organizing the processes according to their priority as part of the entity's management system; and utilizing suitable methods for their management, development, and digital transformation, including processes outside the entity's premises.

❑ Identifying individuals responsible for each process, as well as their roles and responsibilities in relation to the use, management and development of the overall framework related to managing business models and processes.

❑ Developing process management-related indicators (operational and strategic) which focus on efficiency and effectiveness within the performance management system; achieve strategic goals and intents; and allow the entity to learn, continuously improve processes and business models as well as raise their excellence level and agility through regular monitoring of the performance management system.

❑ Identifying risks associated with all types of processes, especially those related to business continuity and dealing with risks, within the entity's risk management system in order to ensure the achievement of process-related objectives.

❑ Addressing issues related to inefficient overlap and duplication in performing functions and implementing internal and external processes, to ensure the effective end-to-end achievement of processes.

❑ Integrating and linking the overall framework of operation management with the processes; and continuously assessing the effectiveness of this framework in achieving the strategic objectives and intents and their supporting policies.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   **Assessment of Achievements and Results-Related to Process Management**

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

B.1   Performance Indicators Related to Process Management

Performance Indicators Provided by the Government Entity

❑   Results of the main operational functions which are executed through processes.

❑   Results of productivity.

❑   Results related to process implementation efficiency.

❑   Tangible and intangible results of process improvements.

❑   Results of addressing process errors / feedback / overlap and duplication.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

2-3   Management and Implementation of Policies / Projects / Initiatives / Programs

This criterion focuses on the entity's design, implementation, periodical monitoring, and improvement of operational policies, projects, initiatives and programs, to fulfill its main functions that are executed in a project-like (non-continuous) approach, in accordance with Dubai Plan and the entity's strategic intents and objectives. The criterion also focuses on assessing the results of the operational performance indicators related to policies, projects and programs in order to monitor, understand, define, predict and improve organizational performance results and to achieve the entity's main functions in general.

A.   Capabilities of Managing and Implementing Policies / Projects / Initiatives / Programs

This criterion may include the following points:

❑ Designing a work model for managing policies / projects / initiatives / programs and monitoring their implementation at the entity's level in integration with the work model management system and the performance management system at the government entity's level.

❑ Identifying the objectives and scope of work of the policy / project / initiative / program, its expected outcomes, and the extent to which the project objectives are linked to the achievement of the government entity / participating entities' strategic directions and goals.

❑ Developing an action plan to manage the policy / project / initiative / program, which includes the planning and implementation phases, in order to ensure the effective management of all resources; identifying the criteria and mechanisms related to the project team members' selection; defining their roles, responsibilities and authorities; and determining the mechanisms related to assessment, review, improvement, and learning from previous performance lessons.

❑ Addressing issues related to inefficient overlap and duplication in policies / projects / initiatives / programs within and outside the government entity to ensure their efficient and effective achievement.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities of Managing and Implementing Policies / Projects / Initiatives / Programs (Cont.)

❑   Involving society in developing government policies, in line with Dubai government's direction in ensuring the involvement of society in all stages of policy development up to the assessment of those policies' impact on public life, while benefiting from the available digital participation platforms.

❑   Managing the transformation and change process; identifying parties affected by the policy / project / initiative / program; analyzing the manner by which they are affected by this process; and benefiting from behavioral sciences in this regard in order to ensure the achievement of planned objectives, especially those related to launching new government policies or amending existing ones.

❑   Studying and comparing the alternatives of implementing the policy/ project/ initiative/ program based on the pre-set possible scenarios and risks and identifying the reasons of adopting/ neglecting each alternative.

❑   Conducting financial planning and cost-benefit analysis in relation to the policy / project / initiative / program, as well as providing detailed information about that through the "Mubadara" system of the Department of Finance of the Government of Dubai.

❑   Analyzing and managing the risks associated with the implementation of the policy / project / initiative / program, as well as ensuring their integration with the risk management system at the government entity's level.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Managing and Implementing Policies / Projects / Initiatives / Programs

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

B.1   Performance Indicators Related to Managing Policies / Projects / Initiatives / Programs

Performance Indicators Provided by the Government Entity

- ❑ The extent to which the results of the policy / project / initiative / program contributed to the achievement of the government entity / participating entities' strategic goals (other than the Dubai Plan programs outlined in Criterion 2-2).

- ❑ Results of achieving the main operational functions implemented through policies / projects / initiatives / programs and their financial and non-financial impact.

- ❑ Results of compliance with the timeframes and approved budgets of work plans.

- ❑ Results of managing risks related to policies, projects, initiatives and programs, as well as their impacts.

- ❑ Results of addressing inefficient overlap and duplication in policies, projects and initiatives.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

3-3   Integrated Government Services

This criterion focuses on the extent to which the entity designs, manages, and develops service delivery processes for individuals, businesses, and other government entities (whether directly or indirectly) through various channels. The aim is to provide proactive, seamless, integrated, and customized services that meet and exceed the needs and expectations of different customer segments.

Moreover, this criterion emphasizes the transformation towards digital service delivery within an integrated digital transformation strategy. The overall objective is to provide greater value to customers based on their life experiences and in line with government policies, work guidelines from concerned central government entities and programs in order to achieve higher levels of happiness and quality of life for society and to reinforce the principle of a `One Government'. Furthermore, this criterion highlights the evaluation of performance indicators related to the provided services to monitor, understand, predict, and improve organizational performance outcomes.

A.1   Capabilities of the Integrated Government Services

This criterion may include the following points:

❑   Designing an integrated system of services and delivering them through a preferred set of channels for different customer segments, in order to fulfill the core functions, objectives, and strategic intents of the entity. This is intended to contribute to the happiness of customers and the improvement of the quality of life in society, aligning with the goals of the 360 Services Policy and its derived agenda, as well as the adopted design methodologies issued by the General Secretariat of the Executive Council.

❑   Identifying and classifying services and customers according to the methodology outlined in the "Services and Service Channels Definition and Classification Manual" issued by the General Secretariat of the Executive Council and Digital Dubai; giving priority to the services which contribute to the leadership and competitiveness of the entity; utilizing effective methods to manage and develop the entity's operations, including those which exist outside its premises; identifying individuals responsible for each process, as well as their roles and responsibilities in relation to the use, management and development of the main processes framework, while taking into consideration the processes support of and link to the customers' experience.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.1   Capabilities of the Integrated Government Services (Cont.)

❑ Designing services based on the customers' current and future needs, in a manner that provides them with high added value and advanced levels of happiness, while focusing on the concept of service value and all aspects of customer experience (tangible and intangible (sensual / emotional)) in relation to those services.

❑ Periodically improving and developing services of priority (according to the agenda of the "Services 360 Policy" issued by the General Secretariat of the Executive Council and in line with the directives issued by Digital Dubai when shifting to digital services); and increasing the efficiency of the services through the application of approved mechanisms and tools to analyze their status-quo, identify the customer experience journey, and put in place suitable plans to implement improvement-related initiatives. This is to take place while focusing on increasing the added value for the customer; simplifying processes by eliminating steps which do not add value to the service and which increase its cost; shifting to proactive, integrated services; and continuously monitoring the implementation of those plans.

❑ Periodically evaluating the feasibility of service delivery and the channels through which the services are provided; and determining whether there is a need to continue providing (or proactively providing) the services by the entity.

❑ Focusing on providing services in innovative ways as well as through simple and smooth procedures designed from the customer's perspective so that services are provided in a proactive and integrated manner, in the form of customized service packages that relates to the customer's life events; and striving towards adapting and providing these services according to the personal preferences of customers and different categories.

❑ Developing and making available multiple and appropriate service delivery and communication channels (including digital channels), so as to provide all customers with the flexibility to use all relevant services, based on their needs, expectations and preferences, in line with the efforts placed to improve and develop services while encouraging customers to select the most efficient as well as socially and environmentally sustainable service channels and benefiting from behavioral sciences in achieving this.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.1 Capabilities of the Integrated Government Services (Cont.)

- ❑ Identifying the level of customer satisfaction at all stages of their experience and assessing the continuous alignment of services with the needs and expectations of customers, as well as the agreed-upon service level and exceeding it for all customer segments and across all service channels. This is achieved through appropriate mechanisms and periodic assessments, utilizing all forms of feedback from customers to improve and develop services, and enhance customer satisfaction levels.

- ❑ Effective participation of human resources, customers, partners and other stakeholders in efforts targeted to design and improve services and to enhance customer experience.

- ❑ Focusing efforts and prioritizing the design or redesign of services within a digital experience that enables customers to access them independently through automated procedures and processes. Encouraging customers to utilize digital channels to achieve government objectives of reducing the need for physical service center visits and increasing the efficiency and effectiveness of government entities

- ❑ Designing and monitoring the service performance indicators (both operational and strategic), with a focus on efficiency and effectiveness. This includes indicators that directly and comprehensively link the customer experience to the achievement of the entity's strategic objectives and directions within the Performance Management System

- ❑ Addressing issues related to internal and external inefficient overlap and duplication in task performance and service delivery processes, to ensure the enhancement of the customers' experience and reduce the effort required from them to complete a service and provide its delivery requirements. This includes asking the customers to provide their data only once for providing them with any type of requested services.

- ❑ Automating payment and collection processes related to government services, as per the government approved payment systems, in order to achieve the goals of the "Cashless Dubai" strategy.

- ❑ Enhancing the capabilities and efficiency of front line employees in relation to service delivery and improving the skill level of employees from "Service Providers" up to "Service Advisors" as a new concept for providing services and customer service for all the services provided by the entity (including joint services).

- ❑ Using appropriate communication media and channels to inform all customer categories of the provided services in terms of requirements, delivery channels, agreed service level, and the socially responsible handling (environmental and social aspects) of the provision of services.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.2   Capabilities Related to Digital Services

- ❑ Developing digital transformation plans for services in line with the entity's digital transformation strategy, the Emirate's digital transformation strategy (issued by Digital Dubai), and relevant laws and policies (including Law No. 9 of 2022 Regulating the Provision of Digital Services in the Emirate of Dubai). The plans should aim at achieving the "Services 360 Policy" through clear priorities and criteria in order to transform all the entity's services into self-services which are automated and integrated with other services and channels; thus, fostering the "One Government" principle.

- ❑ Ensuring the completion of the digital transformation of services by automating back office procedures in order to obtain spontaneous digital services.

- ❑ Using smart features and interrelated systems to raise service efficiency and effectiveness, accelerate delivery and improve the overall customer experience.

- ❑ Adopting contemporary technology such as Blockchain and artificial intelligence (AI); and providing it as an added value to the customer aiming at reducing the required effort to obtain the service.

- ❑ Providing the entity's services via shared platforms such as (Dubai Now) and (Invest in Dubai) as main channels for providing digital services.

- ❑ Complying with the criteria and requirements of the Emirates unified digital identity (or the unified number for the "visitors" customer category); and using it as a main user log in to access digital services.

- ❑ Adopting and benefiting from the shared government electronic systems and platforms that are developed to support government work and provide services, such as the customer voice gateway, the unified digital identity, the shared services integration platform, the government service costing portal, and other approved systems.

- ❑ Developing and managing the website, call centers and other digital channels according to the customers' needs and expectations in a way that supports government directions in relation to unified and specialized channels and ensuring their integration.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.2   Capabilities Related to Digital Services

❑ Designing the customer's digital experience, according to international best practices, for the use of people of determination; and finding alternatives to digital channels for customer categories who are unable to use them, for their own reasons, based on the criteria issued by Digital Dubai.

❑ Maintaining continuous communication and dialogue between the government entity and its customers, the community, and other relevant stakeholders, and effectively utilizing communication networks, digital platforms, and social media to enhance connectivity and engagement. This aims to achieve collaborative innovation with those stakeholders, in alignment with the government entity's communication strategy.

❑ Maintaining the privacy and security of customers' data according to the entity's data management system and in compliance with Dubai government's approved regulations and laws.

A.3   Capabilities Related to Shared or Interrelated Services

❑ Identifying partnerships in the field of service delivery in accordance with organizational and strategic needs and in a manner that integrates with the entity's capabilities and enhances its strengths in the field of providing joint or interrelated services, including outsourcing and the partnership with the private sector, applying policies and procedures related to managing the relationship with them, as well as evaluating and measuring the impact of these partnerships.

❑ Assessing the feasibility of outsourcing services in accordance with customers' needs and ensuring the highest levels of service delivery, the increase of efficiency in accordance with relevant government policies and laws (such as Law No. 9 of 2022 Regulating the Provision of Digital Services in the Emirate of Dubai, the "360 Service Policy", and Dubai Paperless Strategy), and the application of the necessary criteria to monitor the service providers' performance so that the viability of outsourcing those services is ensured, while the entity remains accountable for the outsourced services.

❑ Achieving the "One Government" principle by working with partners and other stakeholders to provide joint or interrelated services according to the requirements of the "360 Services Policy" with regard to the development and simplification of shared service delivery methodologies and channels in order to enhance the customer experience.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.3   Capabilities Related to Shared or Interrelated Services (Cont.)

❑   Coordinating with service delivery partners to address issues related to inefficient overlap and duplication in performing tasks and implementing service delivery operations ensuring the reduction of exerted efforts, enhancement of customer experience, and receipt of joint or interrelated services through a one-stop-shop at any of the entities which are jointly providing the service.

❑   Establishing and implementing agreements to determine the scope and level of the service to be provided to customers through government or non-government entities.

B.   Assessment of Achievements and Results of Integrated Government Services

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

B.1   Performance Indicators Related to Integrated Government Services

Performance Indicators Provided by the Dubai Model Centre of the General Secretariat of the Executive Council

❑   Commitment to implementing the entity's 360 services policy agenda and achieving its objectives.

❑   Customer satisfaction to complaints resolution.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.1 Performance Indicators Related to Integrated Government Services (Cont.)

Performance Indicators Provided by Digital Dubai Authority

❑ Digital city experiences maturity.

❑ Percentage of digital transactions of services provided of total transaction (Digital Adoption).

❑ Cashless government transactions.

Performance Indicators Provided by the Government Entity

Performance Indicators Related to Services Provided at the Government Entity's Service Centers

❑ Results of periodic customer survey indicators (through discussion and focus groups, complaints, appreciation letters, and/or periodical opinion surveys, and others according to the government entity's nature of work), and the results of periodic identification of customers' needs conducted by the government entity throughout the year.

❑ Results of service availability based on the service nature and the customers' needs.

❑ Results of service delivery effectiveness.

❑ Results of service delivery efficiency and productivity.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.1   Performance Indicators Related to Integrated Government Services (Cont.)

Performance Indicators Provided by the Government Entity

Performance Indicators Related to Services Provided at the Government Entity's Service Centers

❑   Results of compliance with the service specifications according to the customer service charter.

❑   Results related to partners and service delivery agreements (excluding outsourced services).

❑   Performance results of services provided by outsourced entities (e.g. percentage of errors, customers' happiness, service quality, outsourced company's commitment to the service level agreements).

❑   Results of service development (tangible and intangible)

❑   Effectiveness of customer communication channels in relation to services (non-digital services).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.1 **Performance Indicators Related to Integrated Government Services (Cont.)**

Performance Indicators Related to Digital Services

❑ Performance results of digital services provided by the government entity.

❑ Performance results of joint or interrelated services which were developed electronically and integrated with partners.

❑ Percentage of decline in the number of visitors to service centers that offer services which were converted to digital ones.

❑ Percentage of services that adopt the unified single user access through the unified Emirates digital ID (or the unified number for the "Visitors" customer category).

❑ Results of services provided through contemporary technologies such as the Internet of things or Blockchain and others.

❑ Indicators related to using social media for enhancing communication with customers, the public, and other stakeholders.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.2   Customers' Perception Measures

These measures express the opinion of customers who, directly or indirectly, benefit from and are affected by the government entity's activities and services (through opinion surveys, discussion groups, complaints, appreciation letters, and the like) in accordance with the criteria specified in the Dubai government customer happiness study.

Perception Measures Provided by the General Secretariat of the Executive Council / Digital Dubai Authority:

The weight of the results is calculated according to the government entity's work nature and the percentage of services provided through each service channel.

❑   Results of the customer happiness study.

❑   Results of customers' confidence in services.

❑   Results of customers' efforts to obtain services.

❑   Results of the mystery shopper study.

Perception Measures Provided by the Government Entity
Perception Measures Related to Services Provided at Service Centers

❑   Results of detailed customer happiness studies internally conducted by the government entity and approved by the General Secretariat of the Executive Council – Dubai Model Centre.

❑   Results of partners' opinion studies in relation to service delivery: (These measures may include: general impression, commitment to partnership terms and conditions, the extent to which the partnership is beneficial, assessment of communication channels, collaboration to provide and exchange information, and transparency in dealings and selection criteria).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Perception Measures Provided by the Government Entity

Perception Measures Related to Digital Services

❑ Results related to happiness of customers, in all different categories, with the digital services, the website, and used electronic technologies.

❑ Results of all stakeholders' happiness with the available communication channels (the website, contact center and social media).

❑ Results of handling feedback / suggestions provided by all customer categories in relation to digital services and innovative technological applications (e.g. customers' happiness with the way in which feedback and suggestions are handled).

❑ Level of all stakeholders' awareness of provided digital services.

❑ Confidence rate in dealing with digital services.

❑ Results of partners' happiness in relation to partnership terms and conditions, the extent to which the partnership is beneficial, assessment of communication channels, the nature of the relationship and cooperation with partners, collaboration to provide and exchange information, and transparency in dealings and selection criteria.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Fourth Main Criterion: Societal Value

This criterion focuses on the work domains through which the leading entities add value to the public or society as one of the main government entities' stakeholders. The effective partnership among government entities in the services field improves the quality of services, enhances the customers' experience, and saves them time and effort, the partnership among the government entities as well as with the private sector increases their productivity and financial effectiveness, reduces used resources, and decreases work duplication; therefore, this provides value to the government and the society in general. Moreover, this criterion focuses on the entity's commitment to achieving environmental, economic and social sustainability which adds value to the society in the Emirate and the country as well as contributes to attaining sustainable development goals. The criterion also emphasizes on government communication, which increases in importance during crises and disasters, in order to foster confidence in government entities and enhance communication between the entities and the society.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

4-1   Partnership

This criterion focuses on the entity's building of sustainable partnerships with the entities of the sector to which it belongs or the other sectors with the aim of enhancing its services, providing better added value to its customers and other stakeholders, and enhancing efficiency, effectiveness as well as innovation and leadership levels in its operations. Moreover, this criterion emphasizes on using innovative methods to establish and maintain those partnerships based on trust, collaboration, and mutual benefit between the entity and its partners. In addition, this criterion focuses on the extent of achieving leading results in the field of partnership.

A.1   Capabilities Related to Partnership

This criterion may include the following points:

❑   Building effective and sustainable partnerships based on trust and transparency between government and private sector entities to ensure the achievement of the government entity's strategic objectives and intents, through the identification and categorization of local, regional and global partners and the identification of future partnership opportunities.

❑   Initiating cooperation and partnership with the entities of the sector in which the entity operates in order to achieve leadership and competitiveness for the sector and Dubai Government as well as achieving competitiveness for the UAE.

❑   Collaborating with partners from the government and the private sectors to deliver the entity's services, determining the agreed service levels in order to deliver such services in an integrated, smooth manner and achieve the "One Government" principle; while taking into consideration the customer's experience and happiness into consideration in a comprehensive manner, throughout all stages and through all entities involved in delivering the service rapidly and smoothly, and while adopting tools and mechanisms which contribute to its development and improvement.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.1   Capabilities Related to Partnership (Cont.)

❑ Establishing medium and long term partnerships with the private sector, through innovative strategies and criteria, aiming to increase the government entity's efficiency and effectiveness by benefiting from the financial, technological and knowledge-related capabilities of the private sector in a way that ensures benefits for all parties, adds better value to customers, and contributes to their happiness.

❑ Defining the framework and boundaries of the partners' relationships in a way that ensures mutual benefit and provides added value to all its stakeholders.

❑ Ensuring sharing and exchange of organizational knowledge and strategic alignment with partners at all levels.

❑ Supporting joint development projects including those related to performance improvement, process simplification, improvement of customers' services, as well as to spreading and circulating joint innovation concepts, skills and applications through the constructive partnership.

❑ Evaluating and selecting partners in a transparent way and providing them with feedback in order to improve their performance.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Partnership

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

B.1   Performance Indicators Related to Partnership

Performance Indicators Provided by the Government Entity

❑   Results related to the partnership and its added value.

❑   Results related to the extent of compliance with partnership agreements and terms, as well as the levels of provided services.

❑   Results related to the success level of joint development and improvement projects.

❑   Results related to the financial effectiveness of the partnership with the private sector (or the results of return on investment or cost-benefit analysis related to the joint projects with the private sector).

B.2   Perception Measures Related to Partnership

Perception Measures Provided by the Government Entity

❑   Results of partners' happiness in relation to compliance with partnership terms and conditions, the extent to which the partnership is beneficial, assessment of communication channels, the nature of the relationship and cooperation with partners, collaboration to provide and exchange information, and transparency in dealings and selection criteria.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

4-2   Sustainability in Socio-Economic and Environmental Fields

This criterion focuses on the extent to which the entity continuously strives to create a suitable environment which provides happiness to the individual and society, according to the government entity's work nature, through its volunteering activities and the impact of its work on the principles of socio-economic and environmental sustainability as well as on maintaining the occupational health and safety of its human resources, and achieving leading results in those fields.

A.1   Capabilities Related to Sustainability in Socio-Economic and Environmental Fields

This criterion may include the following points:

❑   Determining the impact of the entity's activities and policies on sustainability in socio-economic and environmental fields, as related to its functions and specializations, and in light of the relevant local and national strategies (e.g. the UAE green growth strategy and the Dubai disability strategy).

❑   Ensuring that the entity's strategy achieves the indicators related to socio-economic and environmental sustainability related to its functions and specializations, through setting strategic goals and policies as well as identifying key performance indicators related to sustainability, in line with the Dubai Plan indicators and in a way that supports their achievement to enhance the competitiveness of Dubai and the United Arab Emirates.

❑   Developing and implementing programs, initiatives and policies which support the achievement of strategic goals that are relevant to sustainability in the socio-economic and environmental fields according to the entity's functions and specializations and in coordination with partners and other stakeholders.

❑   Developing and implementing mechanisms to ensure the government entity's regular interaction with society concerning the development and implementation of its policies, programs and initiatives in a way that enables it to meet society's needs and expectations while benefiting from behavioral sciences to achieve that.

❑   Encouraging employees to participate in volunteering activities to serve society, as well as to contribute to the central volunteering activities in the Emirate and the country.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Sustainability in Socio-Economic and Environmental Fields

According to the government entity's work, goals 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 the socio-economic and environmental fields.

❑   Operational performance indicators related to the operations, programs, initiatives, and policies related to sustainability in the socio-economic and environmental fields.

❑   Operational performance indicators related to interaction with society and understanding its needs and expectations.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

4-3   Government Communication

This criterion focuses on the entity's development of effective internal and external government communication plans and policies in order to promote its programs and initiatives with emphasis on highlighting the impact of initiatives on the individual and society, whenever possible; utilizing the different media channels and social networks directed to all levels of targeted audiences to support its strategies, directions and priorities; and maintaining its organizational reputation in the best possible manner including the preservation of national identity so that this is positively and directly be reflected on the Dubai government's reputation. Moreover, this criterion focuses on opening several effective channels for communication, receipt of the public's feedback, encouraging positive dialogue and interaction with all categories of society in order to ensure immediate organizational response during crises and disasters, the systematic handling of public messages, and management of any potential negative results.

A.1   Capabilities Related to Government Communication

This criterion may include the following points:

❑ Developing and implementing a strategy for internal and external government communication that includes supportive policies for communication, transfer of knowledge, dissemination and exchange of information, as well as disclosure and announcement of initiatives, news and procedures through published channels which are available for all stakeholders and targeted public, and within suitable timeframes in order to improve organizational reputation and enhance confidence in the government entity and its leadership team in particular and in Dubai government and the country's government sector in general.

❑ Implementing initiatives, activities, and measures to activate communication and engagement policies that support transparency and responsiveness through internal and external communication channels, in order to plan and execute tasks, deliver services, and achieve efficiency, effectiveness, happiness, and positivity in the internal and external work environment for customers, employees, and other stakeholders.

❑ Involving the business unit / team responsible for communication in the government entity's initial planning stages related to policies, initiatives, plans and projects.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.1   Capabilities Related to Government Communication (Cont.)

❑   Applying the necessary procedures and activities to measure organizational "brand" reputation and improve the entity's image in society and in the public opinion, in order to ensure the effective use of contact networks and social media.

❑   Fostering the national identity through introducing the UAE heritage style in buildings and decorations; as well as through the engagement and participation in national occasions by organizing events, initiatives as well as the promotional of internal and external promotional campaigns.

❑   Using Arabic language in all work systems, services, and in internal and external government dealings; as well as giving the communication in Arabic language the priority in the communication and media messages.

❑   Commitment to society's cultural and social diversity when launching campaigns and external messages through the different communication means and channels.

B.   Assessment of Achievements and Results Related to Government Communication

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

B.1   Performance Indicators Related to Government Communication

Performance Indicators Provided by the Government Entity

❑   Effectiveness of communication channels with the entity's stakeholders.

❑   Indicators related to compliance with Dubai government's brand identity guidelines in all different channels, including websites, social media accounts, buildings and others.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Government Communication (Cont.)

Performance Indicators Provided by the Government Entity

❑   The targeted audience's happiness in relation to the entity's media campaigns as well as its contact and communication channels (employees, customers, society, media outlets).

❑   Performance results related to organizational "brand" reputation, confidence in the government entity, and compliance with the government's media messages.

❑   Results of achieving a positive change in the behaviors of the targeted audience.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Fifth Main Criterion: **Human Capital and Emiratization**

This main criterion focuses on investing in human capital in general and in UAE citizens in particular, sustaining and enhancing their efficiency and productivity, and promoting a happy, positive, and innovative work environment. This is achieved through the development of effective policies and plans to fulfill both individual and organizational objectives, while providing services to improve employees' happiness and their quality of life in accordance with relevant human resources laws, regulations, and guidelines. The criterion also includes recognizing the efforts of employees, rewarding, motivating and empowering them, and enhancing their capabilities for creativity and innovation, with a focus on attracting and retaining national and specialized talents and achieving gender balance. Additionally, the criterion emphasizes the enhancement of employees' capabilities and skills and their readiness to undertake future roles and responsibilities, which may differ in nature and qualifications from current positions. Furthermore, it focuses on achieving leading results in this field.

5-1   Management of Professional Talent

A.   Capabilities of Managing Professional Talent

This criterion may include the following points:

❑   Fostering an organizational culture which is based on the values of positivity, achievement, excellence, teamwork, futuristic innovative mindset, and striving to transform and develop; as well as the human resources' commitment to organizational values through suitable tools to the work nature and to the cultural and social diversity of human resources.

❑   Identifying the necessary human resources-related skills, behavioral and technical competencies, and capabilities; determining the level of their adequacy in relation to achieving the entity's strategy and its future readiness, and in relation with supporting the achievement of the organizational functions and objectives through the organizational structure and work model that the entity adopts, putting the necessary plans in place to make all those available in due time.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.1 Capabilities of Managing Professional Talent (Cont.)

❑ Developing and implementing integrated policies and systems that cover various aspects related to human capital, such as planning, recruitment, selection, professional development, career path, job transition, grievances, while benefiting from behavioral science in that. This also includes ensuring the delivery of high-quality services in accordance with human resources laws, regulations, and its complementary systems, ensuring fairness, equal opportunities, and transparency.

❑ Implementing mechanisms to discover human resources talents in various fields and developing their skills through specialized programs, and appointing such talents in suitable job positions to harness their potential in achieving excellence in the government entity's areas of work.

❑ Encouraging and enabling the human resources to share their knowledge and expertise with their colleagues, teams, and business units at the government entity's level and at the government sector level in general.

❑ Evaluating the performance of human resources while ensuring fairness, equal opportunities, and transparency, providing regular information about their performance levels, achievements, goal attainment, and competencies with the aim to enhance these levels, and linking career progression, rewards, and incentives to performance evaluation results.

❑ Empowering the human resources and ensuring their access to tools, information, competencies, authorities necessary for their ultimate participation in achieving goals.

❑ Encouraging and rewarding leading achievements across all levels of the government entity (employees and teams); and creating positive competition among them.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.1   Capabilities of Managing Professional Talent (Cont.)

❑   Providing a happy, healthy, safe and suitable work environment which motivates the human resources to be productive and creative as well as to achieve work-life balance.

❑   Empowering and enhancing the role of women at work; as well as creating an environment which supports women and working mothers through the development of evolving policies and systems as well as supportive initiatives to enable their participation in the different work fields (e.g. providing nurseries, flexible working hours, or policies which consider the woman's nature and the role of the working mother).

❑   Implementing a plan for communication between the higher management and the human resources which includes diverse communication channels based on the human resources' needs, expectations and work nature.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Management of Professional Talent

B.1   Performance Indicators Related to Management of Professional Talent

Performance Indicators Provided by Dubai Government Human Resources Department

- ❏ Employee's data readiness percentage.
- ❏ Training hours per employee.

Performance Indicators Provided by the Government Entity

- ❏ Results of fostering the organizational culture and commitment to organizational values.
- ❏ Results of human resource planning.
- ❏ Results of human resource development.
- ❏ Results of employees' motivation and involvement.
- ❏ Results of employees' happiness.
- ❏ Results of employees' productivity.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.1   Performance Indicators Related to Management of Professional Talent (Cont.)

Performance Indicators Provided by the Government Entity

❑   Results of services provided to human resources.

❑   Results of gender balance.

❑   Results of communication with human resources and knowledge sharing with them.

B.2   Perception Measures of Human Resources

Perception Measures of Human Resources Provided by the General Secretariat of the Executive Council

❑   Positivity in the work environment index.

❑   Job satisfaction index.

❑   Job engagement index.

❑   Job loyalty index.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

5-2   Jobs of the Future

A.   Capabilities Related to Jobs of the Future

❑   Reviewing the organizational structures and business models; re-evaluating current jobs according to the new post-Covid-19 normal with the aim of ensuring agility and business continuity during crises (such as remote work); applying agile business structures and models; developing current structures and models; as well as qualifying human resources to be ready for the jobs of the future in line with the entity's strategy and its future directions.

❑   Identifying training needs, improving the human resources' capabilities and skills, and upskilling them to fulfill the requirements of the jobs of the future, based on accurate foundations and information; developing training plans using various methods of effective training and learning tools, and implementing them in a way which ensures human resources' acquisition of required knowledge, skills, and behaviors; measuring the effectiveness and impact of training on the human resources' performance and behaviors including the development of second and third tier of leadership as well as the development of succession plans and linking them to training, capacity building and human resource planning.

B.   Assessment of Achievements and Results Related to Jobs of the Future

B.1   Performance Indicators Related to Jobs of the Future

Performance Indicators Provided by the Government Entity

❑   Results related to developing the skills of human resources and qualifying them for the jobs of the future.

❑   Results of developing business models which are suitable for the agile work method and for the preparation for the jobs of the future.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

5-3   Emiratization

A.   Capabilities Related to Emiratization

This criterion may include the following points:

❑ Developing and implementing an integrated plan for Emiratization, and approve those from the concerned entities.

❑ Attracting, recruiting, and retaining Emirati human resources, as well as providing supportive work environment and policies for that.

❑ Implementing programs which are designed to ensure career and professional advancement for Emirati human resources.

❑ Developing and enhancing the skills of Emirati human resources in the government entity's specific strategic fields, especially in specialized jobs (critical jobs) and the jobs of the future.

❑ Developing programs to prepare and encourage Emiratis to work in jobs which are targeted for substitution and Emiratization.

B.   Assessment of Achievements and Results Related to Emiratization

B.1   Performance Indicators Related to Emiratization

Performance Indicators Provided by Dubai Government Human Resources Department

❑ Emiratization percentage of the total workforce in the government entity.

❑ Emiratization percentage in leadership and supervisory roles.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Performance Indicators Provided by the Government Entity

❑ **Performance Indicators Related to Implementing an Emiratization and Replacement Plan as well as achieving its goals, including the following indicators:**

- Percentage of Emiratization in the different job categories (leadership, supervisory, executive, specialized (critical) and technical).

- Percentage of Emirati employees holding professional and specialized certificates in fields related to the jobs of the future.

- Effectiveness of implemented programs in relation to enhancing and developing the skills of Emirati human resources and ensuring their career and professional advancement.

- Growth in Emiratization percentages.

- Rates related to Emirati employees' service continuity.

B.2   Perception Measures Provided by the General Secretariat of the Executive Council

❑ Results of Emiratization-related questions in the employees' happiness studies.

❑ Results of Emirati employees' happiness in the employees' happiness studies.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Sixth Main Criterion: Resources Management

This main criterion focuses on the efficiency and effectiveness of managing the organization's tangible and non-tangible resources to support the organization's strategy and policies and ensure the preservation and optimal utilization of these resources. Additionally, it emphasizes achieving outstanding results in this area.

6-1   Financial Management

This criterion focuses on the entity's effective management of its financial resources in a way that enables it to achieve its strategic goals and directions as well as to attain outstanding results in the fields of efficiency and financial management, including adherence to budget and setting spending priorities, in order to meet customers' needs and interests as well as to limit spending in areas which do not add value to them. This criterion also focuses on the extent of achieving leading results in the field.

A.   Capabilities Related to Financial Management

This criterion may include the following points:

❑ Developing and implementing long-term financial plans and processes to support the achievement of the government entity's strategic goals and directions.

❑ Designing processes for needs identification, balanced financial planning for expenditures and revenues, internal controls, auditing, and financial reporting to ensure the optimal and efficient use of resources.

❑ Implementing programs to rationalize expenditure, while ensuring the provision of added value to customers and its other stakeholders.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities Related to Financial Management (Cont.)

❑   Applying the principles of cost accounting for processes and services (according to the "Service Cost Accounting Manual" issued by the Department of Finance of the Government of Dubai) in order to improve their efficiency.

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

❑   Studying the feasibility of projects, analyzing their financial impact, and examining alternatives to select the appropriate ones; as well as cooperating with departments, business units and teams, providing them with the financial expertise and empowering them to achieve the best returns (or benefits) on investments (or the financial expenses).

❑   Effective implementation of laws, systems, and instructions related to the various financial fields; and making use of the feedback received from the Financial Audit Authority – Government of Dubai.

❑   Conducting an external audit on the entity's final closing accounts in accordance with the requirements of the financial law (Law No. (1) of 2016 and its executive regulations).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Financial Management

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

B.1   Performance Indicators Related to Financial Management

Performance Indicators Provided by Department of Finance of the Government of Dubai
- ❑ Deviation between the approved budget and the entity's actual spending.
- ❑ Percentage of transfers between chapters from the entity's approved budget.
- ❑ Percentage of the additional appropriations to the entity's approved budget.
- ❑ Commitment to submit the draft final account for the ended financial year as per the date specified in the financial circular to the Department of Finance of the Government of Dubai.
- ❑ Commitment of the government entity to budget preparation calendar.

Performance Indicators Provided by the Government Entity
- ❑ Accuracy of financial planning related to revenues and expenditure.
- ❑ Reduction in expenditure resulting from rationalization of expenditure programs.
- ❑ Timely issuance of the government entities' financial statements.

According to the entity's main functions which are mentioned in its decree of establishment, it may provide the following performance indicators:
- ❑ Percentage of the entity's collection of its accrued debts.
- ❑ Percentage of timely submittal of tax declaration reports.
- ❑ Extent to which the entity's financial statements fairly present its financial position and performance as outlined in the external audit reports.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

6-2   Assets Management (Tangible and Non-Tangible)

This criterion focuses on the extent to which the entity efficiently and effectively manages its tangible and non-tangible resources to support its strategic directions and policies, as well as the preservation and optimal utilization of those resources. Moreover, this criterion focuses on the extent of achieving leading results in this field.

A.   Capabilities Related to Assets Management

This criterion may include the following points:

❑ Developing and implementing long-term policies and plans for the management and optimal utilization of material resources, facilities, and equipment in order to support the government entity's strategic goals and directions as well as to increase the levels of their return on investment, while complying to the Emirate Green Growth Strategy.

❑ Using appropriate methods to manage and optimize the non-tangible assets, such as patents, software licenses, digital applications (internally or externally developed), or trademarks, to ensure their preservation and maximize their value and benefits in achieving the government entity's objectives and reducing the costs associated with their continued ownership and utilization."

❑ Conducting feasibility studies for the ownership of assets and identifying and selecting appropriate alternatives for their ownership to ensure financial efficiency, effectiveness, and operational flexibility for those assets

❑ Optimal utilization of the tangible 'physical' resources, facilities, and equipment; and managing the life cycle of those assets, their security, sustainability, efficiency, and effectiveness through maintenance programs (especially preventative maintenance programs).

❑ Utilizing modern and digital technologies to improve the efficiency and effectiveness of assets management.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities Related to Assets Management

This criterion may include the following points:

- ❑ Educating and creating awareness among employees and relevant stakeholders on the optimal use and preservation of assets and properties.

- ❑ Optimal management of warehouses and inventory, including accurate record-keeping and ensuring data accuracy, up-to-date inventory for all assets, properties, and materials, reducing waste and losses of materials, and recycling whenever possible.

- ❑ Ensuring the preservation of the environment and non-renewable resources throughout the entire life cycle of assets, including the application of environmental-friendly specifications in procurement processes, giving priority to purchasing materials and products that incorporate eco-friendly materials and technologies during their operation, maintenance, and end-of-life phases, as well as disposing of them in ways that preserve the environment.

- ❑ Applying the green building standards according to circulars and specifications issued by Dubai Municipality and other concerned authorities.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Assets Management

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

B.1   Performance Indicators Related to Assets Management

Performance Indicators Provided by the Government Entity

- ❑   Efficiency of asset usage (for tangible and non-tangible resources).
- ❑   Results related to inventory management.
- ❑   Efficiency and effectiveness of maintenance-related processes.
- ❑   Results of reduction in expenditure related to assets management.
- ❑   Results of reused / recycled materials (quantity and cost).
- ❑   Results of reducing the consumption of non-renewable material and resources.
- ❑   Results of using eco-friendly materials and technology in assets management.
- ❑   Results of complying to green building standards.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

6-3   Management of Supply and Suppliers

This criterion focuses on achieving efficiency and effectiveness for the government entity through the effective and agile management of suppliers and supply mechanism in order to meet the changing needs of all its stakeholders. Moreover, this criterion stresses on building relationships with suppliers based on trust, cooperation, and mutual benefit; as well as benefiting from the suppliers in achieving joint innovation and leading results in this field.

A.   Capabilities Related to Management of Supply and Suppliers

This criterion may include the following points:

❑   Periodic search for suppliers to meet the entity's current and future needs; as well as identifying, classifying and qualifying such suppliers.

❑   Building an agile supply chain to meet the changing requirements of customers and other stakeholders and to achieve the government entity's objectives, by supplying products and services at appropriate time and cost, through mechanisms that ensure transparency and the provision of appropriate information to stakeholders at all stages of supply.

❑   Defining the framework and boundaries of the relationship with suppliers in a way that achieves mutual benefit and leads to building sustainable and flexible relationships that support the entity's objectives to ensure achieving added value for stakeholders, reducing costs and rational spending.

❑   Transparent publishing of criteria related to selecting and dealing with suppliers and evaluating their performance (modifying and reviewing contracts, supplier classification, awarding bids, and others); and encouraging procurement from local small and medium entities by giving them preferential status according to the regulations issued in this field.

❑   Providing periodic feedback to suppliers and cooperating with them in order to improve their performance, enhance their capabilities and qualify them in accordance with the government procurement system.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities Related to Management of Supply and Suppliers (Cont.)

❑   Benefiting from suppliers' innovations in developing business models, processes and services; as well as involving suppliers in the entity's joint innovation processes with its stakeholders.

B.   Assessment of Achievements and Results Related to Management of Supply and Suppliers

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

B.1   Performance Indicators Related to Management of Supply and Suppliers

Performance Indicators Provided by the Government Entity

❑   Results of suppliers' evaluation.

❑   Results of joint innovation with suppliers.

❑   Results related to reduction of procurement-related expenditure.

❑   Results related to addressing suppliers' feedback.

❑   Results related to procurement from local small and medium enterprises (SMEs).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.2   **Perception Measures Related to Suppliers**

Performance Measures Provided by the Government Entity

These measures reflect the suppliers' opinions and perceptions with respect to the levels of cooperation and partnership with the government entity, compliance with partnership terms and conditions, the extent to which the partnership is beneficial, effectiveness of collaboration, ease of information provision and exchange, transparency in dealings, assessment of communication channels – directly and indirectly – (through opinion surveys and questionnaires, discussion groups, feedback and suggestions, thank-you letters, and the like). According to the entity's work nature, such measures may include the following:

❑   Results of suppliers' happiness (This may include: General perception, commitment to contractual terms and conditions, communication channels, transparency in dealings and selection criteria, and others).

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

The Third Pillar: Development Enablers (10%)

This pillar includes three main criteria: "Innovation", "Data Management and Organizational Learning", and "Digital Enablement". All of these criteria are used to accelerate learning and development across all capabilities of the government entity in various fields and empower it to work with greater productivity and higher accuracy, achieving higher efficiency in delivering results. These criteria also facilitate the innovation of unprecedented new models, processes, and services that drive radical development and transformation, positioning the entity at higher levels of competitiveness and global leadership.

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Seventh main criterion:
Innovation

2

Eighth main criterion:
Data Management and Organizational Learning

3

Ninth main criterion:
Digital Enablement
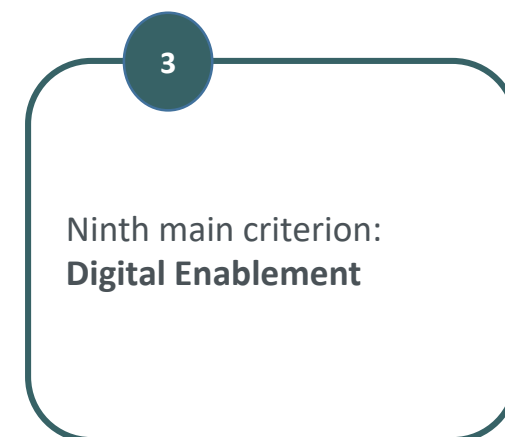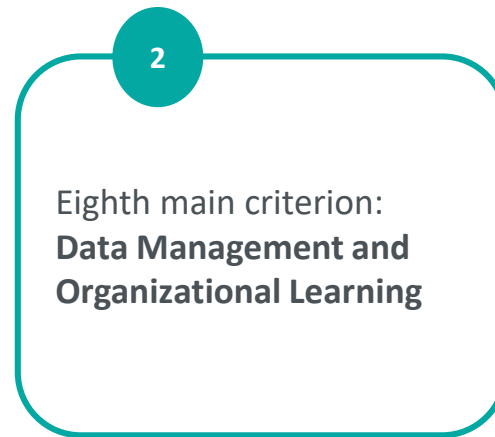
DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Seventh Main Criterion: Innovation

This main criterion focuses on the efforts made by the entity to implement an innovation framework which aligns with the Dubai Government Innovation Framework; identify clear strategic objectives related to innovation; invest in scientific researches and experiments and knowledge production in the field of its work; ensure the creation of a positive culture and work environment that support creativity, innovation and continuous development through the application of systems and tools which foster the involvement of stakeholders, government entities, and the private sector in applying creativity and innovation to provide radical solutions, and innovative, unprecedented services; as well as perform its functions in creative ways to achieve added value and happiness to all stakeholders. This criterion also focuses on the extent of achieving leading results in the innovation field.

A.   Capabilities Related to Innovation

This criterion may include the following points:

❑ Defining strategic goals and directions as well as innovation priorities in alignment with achieving the entity's vision and main functions, and accomplishing change, development, leadership and readiness for the future in accordance with the National Innovation Strategy and Dubai Plan.

❑ Building an organizational culture which stimulates creativity and innovation through fostering the values of positivity, openness, achievement, pro-activeness for development and improvement, and acceptance of unintended failures which may happen when implementing ideas and innovative projects.

❑ Developing and implementing innovation management systems in all its dimensions, including using clear criteria to prioritize improvement and development opportunities that require innovative solutions, selecting and executing viable ideas in line with innovation's strategic goals and directions, supporting and monitoring the implementation of innovative projects at all stages to ensure their success. This also involves efficiently managing events and activities to spread and foster an innovation culture, managing innovators, innovation networks, and allocated innovation resources.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities Related to Innovation (Cont.)

- ❑ Providing a conducive work environment, suitable communication channels, adequate resources, tools, technologies, and knowledge that enable human resources, customers, and other stakeholders to participate in creative and innovative activities related to the organization's work, in alignment with the Dubai Government Innovation Framework which is issued by the General Secretariat of the Executive Council.

- ❑ Building an effective network of partnerships with universities, research centers, entrepreneurs, and stakeholders in the public and private sectors to support the process of creativity and innovation, ensuring integration and mutual benefit from available capabilities and resources, and enhancing collaborative innovation with all stakeholders.

- ❑ Developing and implementing programs for discovering, managing, and developing innovative talents, as well as building the capabilities of human resources in the concepts and applications of innovation and future foresight tools to enable them to contribute effectively to creative and innovative activities in general.

- ❑ Ensuring the optimal utilization of knowledge and information in order to identify opportunities for creativity and innovation; implementing innovative projects based on information and facts made available through organizational learning activities and benchmarking with international best practices; and harnessing technology in this regard.

- ❑ Measuring and managing innovation-related results in order to ensure the achievement of high levels of leadership and performance development; contribution to people's happiness and improving their quality of life; investing these results to achieve the best return on investment in innovation through protecting the entity's rights in innovation, including registering innovation property rights and innovation patents, and other means.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Innovation

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

B.1   Performance Indicators Related to Innovation

Performance Indicators Provided by the General Secretariat of the Executive Council

❑   Results of the entity's innovation readiness (according to Government Innovation Readiness Index in Dubai).

Performance Indicators Provided by the Government Entity

❑   Results of developing human resources' capabilities and fostering the culture of innovation.

❑   Results of innovative services, processes, and business models which were created and applied.

❑   Financial and non-financial results achieved through applying innovative ideas in the fields of services and processes and through achieving the strategic goals.

❑   Results of joint innovation with the stakeholders specially customers, suppliers and society.

❑   Results of innovative projects / initiatives / programs implemented in collaboration with partners from the government and private sector.

❑   Percentage of innovations which have innovation patents / intellectual property rights.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Eighth Main Criterion: Data Management and Organizational Learning

This criterion focuses on the government entity's monitoring, analysis and management of all data relevant to its functions, services and operations; ensuring data suitability, reliability and timely availability from both internal and external sources (including big and open data); employing this data for learning, development, innovation and in supporting decision-making processes at all levels. Additionally, this criterion emphasizes the government entity's main reliance on data and its regular analysis to evaluate and improve its performance, strategic implementation levels, and to develop future scenarios. Furthermore, the criterion focuses on how to enhance the government entity's capabilities to build, manage, and share knowledge, experiences, and best practices internally and externally, aiming to become a learning organization and achieving leading results in this field.

A.   **Capabilities Related to Developing and Implementing Data Management and Organizational Learning Systems**

This criterion may include the following points:

❑   Building effective frameworks for knowledge management to leverage data analysis and information and identify best practices in organizational learning, change, development, and innovation that are aligned with the government entity's strategic objectives and intents.

❑   Identifying the knowledge-related needs and the necessary data to achieve the government entity's strategic objectives and intents in the areas of change, development and improvement in all work fields; and identifying the explicit and implicit knowledge assets and resources.

❑   Providing an environment and mechanisms that stimulate research and development in the government entity's field of work, enhancing its innovation, efficiency, effectiveness, and adaptability, and enabling it to learn from the global best practices, whether by applying those mechanisms by the entity itself or through collaboration with universities, specialized research institutions, or other partners.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A. Capabilities Related to Developing and Implementing Data Management and Organizational Learning Systems (Cont.)

❑ Monitoring and managing the data generated from the government entity's activities and operations as well as external data (including big and open data); ensuring its relevance, timeliness, reliability, comprehensiveness, classification, accessibility, and availability in a timely manner for use in the decision-making process at all levels.

❑ Applying the updated effective methods in data analysis to identify patterns and relationships, predict trends, and utilize this information to transform it into insights and facts that can be used in decision-making, performance evaluation, and monitoring goal achievement. This includes implementing appropriate proactive measures for managing and developing processes, policies, services, organizational learning, and future readiness.

❑ Ensure sharing of knowledge and the internally or externally applied best practices, and optimize the utilization of this information through the provision of effective internal and external communication channels and mechanisms.

❑ Integration and effective utilization of information and knowledge sharing systems, and the generation of new knowledge, and leveraging that to achieve the level of a learning organization.

❑ Maintaining the confidentiality, privacy, security, information and knowledge in compliance with the announced terms of use, information and knowledge, including the data of customers and all other stakeholders.

❑ Making available the joint open data according to the laws and regulations issued by the Digital Dubai Authority.

❑ Locating the opportunities for internal and joint innovation through the sharing and exchange of data, knowledge and best practices with the stakeholders and through enhancing the capabilities of innovation through the optimal use of knowledge assets.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.   Assessment of Achievements and Results Related to Data Management and Organizational Learning

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

B.1   Performance Indicators Related to Data Management and Organizational Learning

Performance Indicators Provided by Digital Dubai Authority

❑   Data maturity index.

Performance Indicators Provided by the Government Entity

❑   Results related to data analysis and decision-making based on information and facts.

❑   Results related to research and development in the government entity's field of work.

❑   Results of data exchanged with partners and other stakeholders.

❑   Results of innovation as well as of projects related to process and service development and improvement resulting from data analysis activities.

❑   Results related to accuracy and timeliness of data and knowledge.

❑   Results related to availability and ease of access to data and knowledge.

❑   Results related to compliance with laws, regulations and systems issued by Digital Dubai Authority.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

Ninth Main Criterion: Digital Enablement

This criterion focuses on harnessing the capabilities provided by modern technology to achieve the government entity's leadership, enhance its efficiency and effectiveness, as well as improve the added value and enhance the happiness of its customers and other stakeholders. It also focuses on ensuring high readiness of the entity's electronic infrastructure, its partners, ensuring business continuity and flexibility during emergencies and crises.

A. Capabilities Related to Digital Enablement

   This criterion may include the following points:

   ❑ Developing the digital transformation strategy in alignment with the Dubai Smart City and the Dubai Cyber Security Strategies in accordance with the relevant stakeholders' needs and in a way that ensures the efficiency and effectiveness of the government entity's processes and services based on clear criteria and priorities through which transformation priority is granted to processes and services that add the most value for customers and other stakeholders.

   ❑ Continuous monitoring of the new technological advancements and their applications in the operations and services of the government entity, evaluating the extent to which these technologies contribute to improving the productivity, flexibility, and effectiveness of the government entity in achieving its objectives, enhancing its competitiveness, and providing innovative services that enhance the experience of its customers and other stakeholders, adding greater value to them.

   ❑ Conducting a review of the current adopted digital applications, structures, and work models, and evaluate their readiness for the use of Artificial Intelligence (AI) tools and technologies, augmented reality, Internet of Things, and other new technologies associated with the Industry 4.0 Revolution. Developing the necessary plans to enhance this readiness, prioritizing areas where accelerated implementation is feasible and adds greater value to the entity's customers and other stakeholders.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities Related to Digital Enablement (Cont.)

❑ Setting criteria for the selection and application of technology based on its ease of use, economic effectiveness, and its contribution to achieving competitiveness and performance leadership; in addition to other criteria such as agility, scalability and integration with other technology used within the entity and with its strategic partners, ease of maintenance, cost of use, level of electronic security and other criteria.

❑ Developing and implementing plans and policies that support the application and widespread use of digital technologies in the government entity's various operations as well as main and support processes.

❑ Implementing Dubai Paperless Strategy and achieving targets in an effective manner in accordance to the plans applied in the entity. This should not be limited to automating current processes but should be extended to conducting a radical review of those processes and innovating business models and processes which are more agile and efficient, as well as leveraging the digital technology capabilities to enhance the government entity's capabilities in general.

❑ Managing and sustaining the government entity's electronic infrastructure with the aim of optimal utilization of resources and their proper use to support integration as well as sharing of information and digital exchange of data and information with other government entities; and optimal utilization of joint government services provided by Digital Dubai Authority.

❑ Identifying partnerships in the field of digital systems linkage and integration and provision of digital services in light of the organizational and strategic needs, and in a way which complements its capabilities and fosters its strengths.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

A.   Capabilities Related to Digital Enablement (Cont.)

❑   Linking the digital service development projects provided by the entity with the other government entities to support the achievement of the Smart Government goals, using the integration services available through Digital Dubai Authority.

❑   Linking and benefiting from the central and shared digital systems (such as the Government Resource Planning (GRP), (Qarar) and (Mubadara) systems), the government electronic payment gateway (Cashless Dubai initiative), and the financial and property management systems), in addition to the systems and services of Dubai Electronic Security Center (such as the Digital Certificates System, the Security Operations Centre System).

❑   Implementing information security and business continuity policies including the development of its organizational capabilities to address cybersecurity challenges. The commitment to the adherence to international standards in cybersecurity and integrating that with its risk management policies and plans.

❑   Activating research and development in the areas of digital transformation and electronic security in collaboration with concerned authorities.

❑   Harnessing technology to achieve innovation in the government entity's business models, processes and services.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B. Assessment of Achievements and Results Related to Digital Enablement

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

B.1 Performance Indicators Related to Digital Enablement

Performance Indicators Provided by Digital Dubai Authority

- ❑ Adoption of shared and enabling services.
- ❑ ICT governance maturity.
- ❑ ICT Skills Framework Compliance.

Performance Indicators Provided by Digital Dubai Authority – Dubai Electronic Security Center

- ❑ Availability of knowledgeable, experienced and trained personnel in cyber-security in the entity.
- ❑ The percentage of Emirati employees in the cyber security department/ field.
- ❑ The effectiveness of cyber security awareness training / workshops.
- ❑ The percentage of an organization's adherence to information security regulations.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.1   Performance Indicators Related to Digital Enablement (Cont.)

Performance Indicators Provided by Digital Dubai Authority – Dubai Electronic Security Center

❑   Adoption of Cyber-security in new technologies.

❑   Establishment, maintenance, and improvement of the cyber-security and cyber-resilience capabilities.

❑   The percentage of compliance to the new policies issued by DESC.

❑   Business planning continuity.

❑   The entity's adherence with the criteria of the Dubai Cyber Index.

Performance Indicators Provided by the Government Entity

❑   Results of implementing digital transformation strategy and initiatives, as well as adopting technology in processes and activities.

❑   Performance results of processes which were digitally transformed by the government entity.

❑   Performance results of interrelated processes which were digitally developed and integrated with partners.

❑   Results of electronic infrastructure-related performance, sustainability and agility.

DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

B.1   Performance Indicators Related to Digital Enablement (Cont.)

Performance Indicators Provided by the Government Entity

❑ Readiness assessment results related to applying artificial intelligence and advanced technology.

❑ Results of the positive impact of digital / smart transformation on the entity's main operations and activities (e.g. the positive impact on the environment, savings achieved in the costs of processes and services due to digital transformation-related operations).

❑ Results of services implementing the internet of things technologies (e.g. percentage of services which use the internet of things technologies out of the overall number of services which can use it).

❑ Results of the indicators related to the Dubai Paperless Strategy which was launched by Digital Dubai Authority (e.g. percentage of decrease in paper usage in comparison to target, according to the strategy).

❑ Results of indicators related to electronic security and business continuity.

Perception Measures Provided by the General Secretariat of the Executive Council

❑ Percentage of employees' happiness with the internal digital services, work methods and approved implementation plans (based on the employees' happiness study conducted by the General Secretariat of the Executive Council).

ELITE MODEL 2022

Elite Level Objectives

1

Encouraging government entities that achieved advanced levels of excellence through new and changing challenges.

2

Assessing the best practices of government entities in fields of priority to Dubai government.

3

Boosting the exchange and transfer of knowledge and joint government work among government entities.
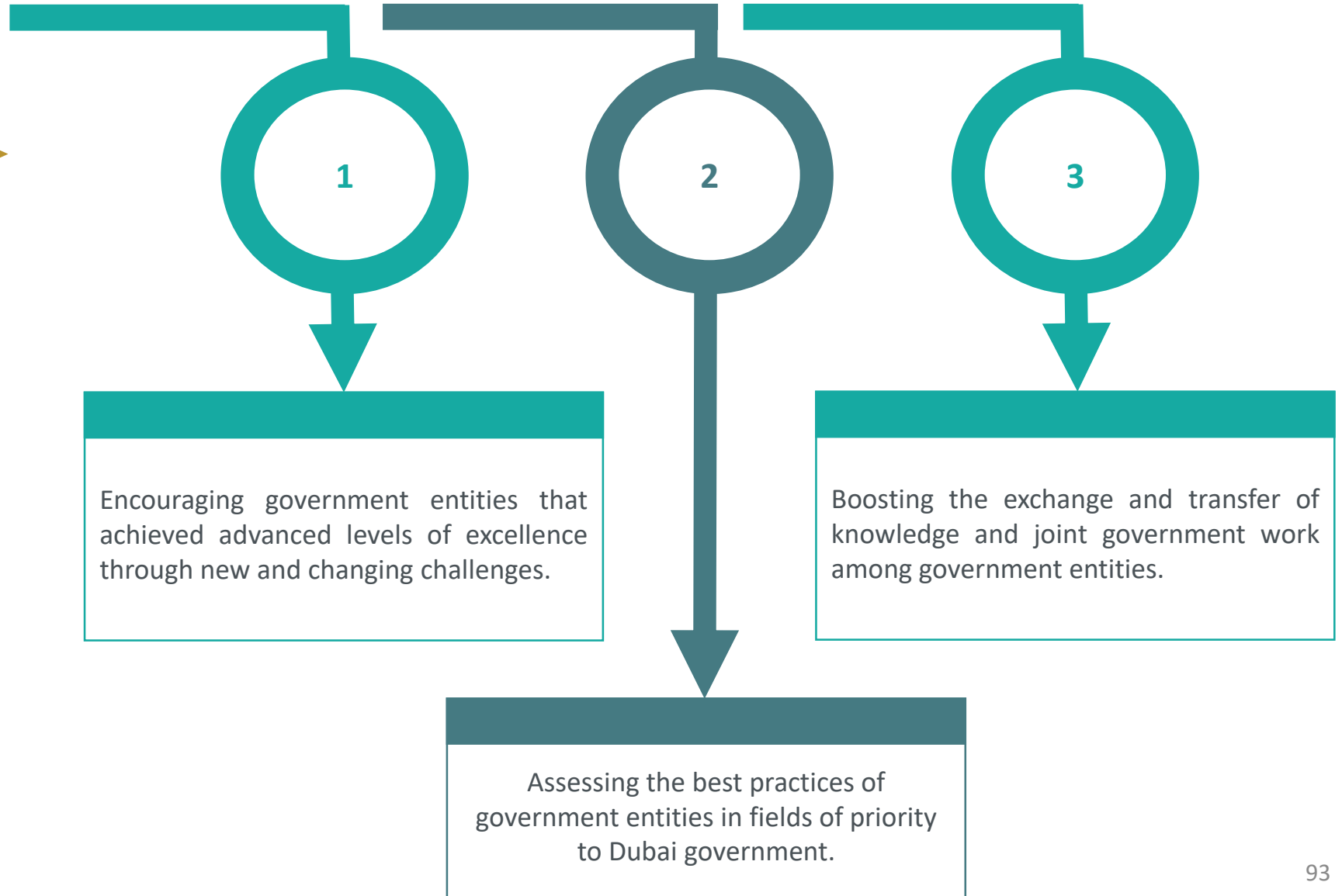
ELITE MODEL 2022

In order to complete the achievements related to the elite pillars as well as to show the results and impact achieved from their application, the same Elite Model pillars shall remain as in the previous cycle. The pillars are:

Organizational Agility

The entity's ability to respond rapidly to changes in its internal and external environments as well as to seize opportunities in order to achieve leadership; including corporate agility and the ability to change work mechanisms and internal resources to adapt with the changes.

Data Science and Artificial Intelligence (AI)

The entity's ability to develop effective services and policies based on facts and information, while using advanced data science and artificial intelligence technologies; thus, achieving greater efficiency, effectiveness, and added value to government services and organizational performance in general.

Partnership

The entity's ability to engage in effective partnerships with both the government and private sectors, including individuals from society, in order to provide innovative, pre-emptive solutions to society's urgent needs; improve the effectiveness, efficiency, and quality of governmental operations; provide added-value services for customers; and take advantage of the private sector's efficiency as well as its financial and technical capabilities.

ELITE MODEL 2022

However, the following amendments were made to focus on achieving the final results and impact of applying the afore-mentioned pillars:

❑ Excluding the Elite level entities from assessment of the corresponding criteria in the Government Excellence Model.

❑ Adjusting the weights of the Elite Model assessment pillars to 30% for capabilities and 70% for results.

❑ Calculating the Elite level entities' score based on their average scores in the three pillars.

ASSESSMENT TOOL

Main Principles of the Assessment Process

The DGEP assessment approach consists of three main sections:

1 Capabilities assessment (through the assessment of three main pillars including assessment of effectiveness, agility, and learning and development).

2 Results assessment (through assessment of four main pillars including assessment of comprehensiveness and usability, growth of results and sustainability of their excellence, achievement of results and impact, and competitiveness and leadership).

3 Assessment of Elite criteria (through the assessment of the pillars of the Elite Model and according to the approved assessment methodology for the assessment cycle).

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

Level	Assessment Criteria	Assessment Section		Final Result
Elite Level	Elite criteria	Capabilities assessment Results Assessment	30% 70%	20% ⎤ ⎥ 100% 80% ⎦
	Results criteria in the Government Excellence Model	Results assessment	100%	
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 – MAIN ASSESSMENT PRINCIPLES

Comprehensiveness and Usability (50%)

Achievement of Results and Impact (20%)

Growth of Results and Confidence in their Sustainable Excellence (20%)

Competitiveness and Leadership (10%)

Results (70%)

Effectiveness (40%)

Agility (Efficiency, flexibility, and proactiveness) (40%)

Learning and Development (20%)
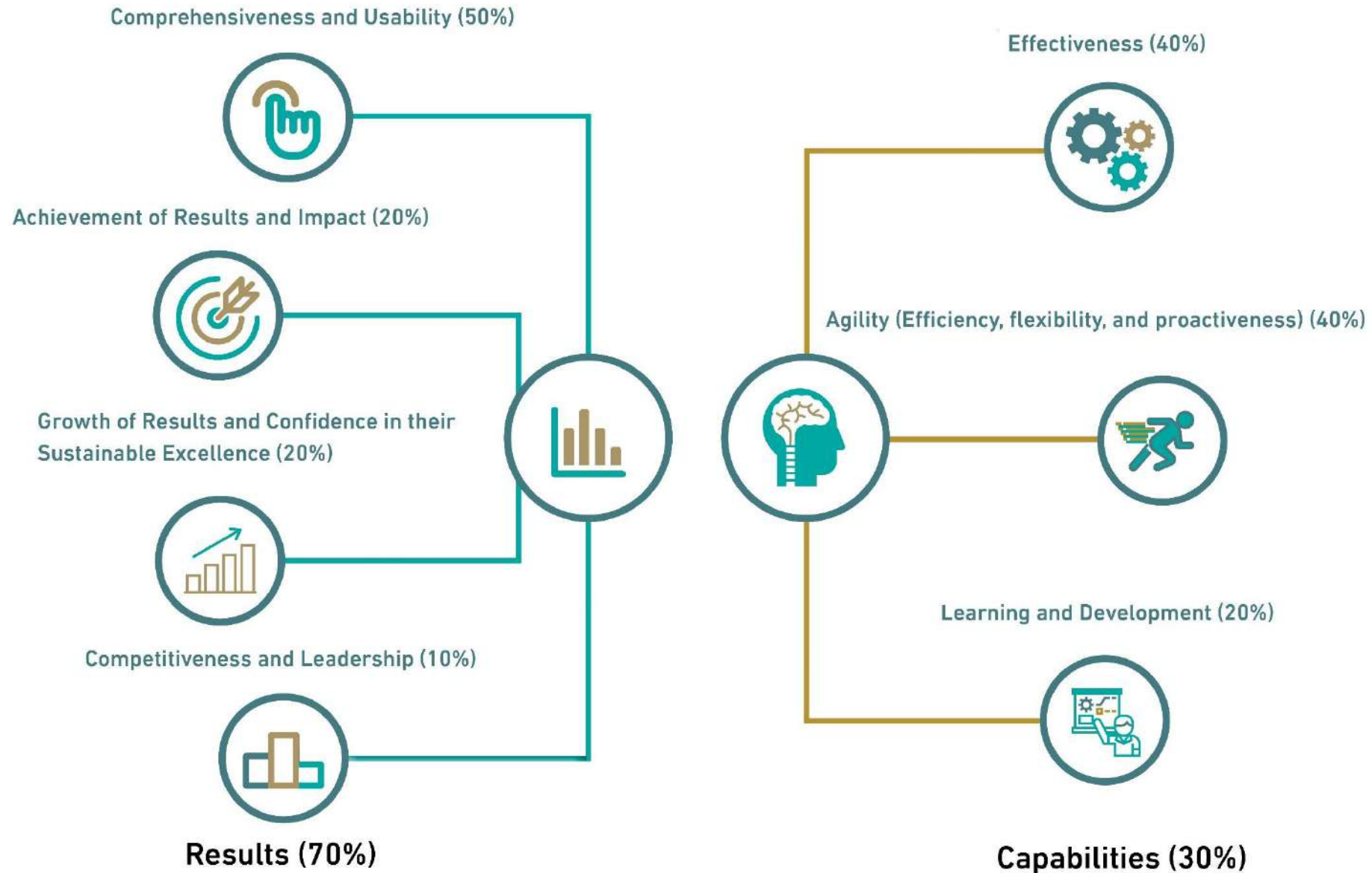
Capabilities (30%)

ASSESSMENT TOOL – CAPABILITIES ASSESSMENT

Below is a detailed explanation of each section of the assessment tool:

Capabilities Assessment Pillars

Effectiveness:
The leading government entity develops and implements systems, work programs, processes, services, and policies (capabilities) that meet the requirements and needs of all stakeholders, with their effective participation. These are aligned with the nature of the entity's work and its main function, based on the global best practices in the specialized field of work, while harnessing the technology in that. Applying these capabilities leads to achieving positive results that effectively contribute to achieving the entity's strategic objectives as well as the government's overall strategic objectives, adding value to all stakeholders. The effectiveness result is calculated based on the percentage of capabilities that meet the requirements of all stakeholders, aligned with the entity's nature of work and best practices, resulting in achieving the targeted strategic objectives.

Agility (Efficiency, Flexibility, and Proactiviteness):
The leading government entity takes into consideration, when designing and implementing its work systems and services, that the organizational capabilities are characterized by the features of proactiveness, fast responsiveness, and adaptability to internal and external changes, promoting organizational resilience and ensuring continuity of work at all situations. The leading government entities also takes into consideration that those capabilities are implemented while ensuring optimal utilization of various resources (human, technological, equipment, buildings, and others) and the rationalized spending which involves prioritizing expenditures to meet the needs and requirements of stakeholders and reducing expenses in areas that do not add value to them. The agility result is calculated based on the percentage of capabilities that are implemented, ensuring the efficient achievement of proactive, flexible, and business continuity principles while rationally spending resources.

Learning and Development:
The leading government entity continuously engages in the development of initiatives, programs, work systems, processes, services, and policies using creative ideas and innovative approaches that reflect radical improvements to its capabilities, taking into consideration the future readiness of the government entity and the sector in which it operates. This development is based on effective analysis using appropriate technology and learning from organizational performance results and best practices, with active participation from all stakeholders. The result of learning and development is calculated based on the extent of the continuity and effectiveness of the learning and development process within the entity.

ASSESSMENT TOOL – CAPABILITIES ASSESSMENT

	CAPABILITIES ASSESSMENT TOOL				
Assessment Pillars	**Limited Capabilities** 0 - 10	**Basic Capabilities** 15 -3 5	**Intermediate Capabilities** 40 - 60	**Advanced Capabilities** 65 - 85	**Outstanding Capabilities** 90 - 100
Effectiveness (40%) — Do capabilities fulfill the needs of all stakeholders? Do capabilities achieve expcted results and contribute to achieving strategic directions?	They do not fulfill the needs of stakeholders nor contribute to achieving strategic directions.	They fulfill some of the stakeholders' needs and partialy contribute to strategic directions.	They fulfill the needs of most stakeholders, significantly contribute to achieving results and strategic directions, as well as utilize technology and innovative methods to achieve these results.	They fulfill the needs of all current stakeholders, contribute to achieving all results and strategic directions, as well as utilize innovative methods and smart technology in an optimal manner to achieve high-level results.	They fulfill the needs of all current and potential stakeholders, contribute to achieving all results and strategic directions, as well as utilize smart technology in an opitmal manner to achieve and sustain leading results.
Are the capabilities suitable to the entity's nature of work and are aligned with best practices?	They are not suitable to the entity's nature of work and are not aligned with best practices.	They are suitable to the entity's nature of work to some extent and are partially aligned with best practices.	They are suitable to the entity's nature of work and aligned with best practices to a great extent.	They are completely suitable to the entity's nature of work and are considered amongst international best practices.	They are completely suitable to the entity's nature of work and are considered unique practices which are exemplary at a global level.
Agility (Efficiency, Flexibility, and Proactivity) (40%) — Are capabilities implemented in ways that ensure optimal utilization of various resources and rational spending?	The entity does not consider optimal utilization of resources or rational spending during implementation.	The entity considers both optimal utiilization of resources and rational spending to some extent during implementation.	The entity consider both optimal utilization of resources and rational spending to a great extent during implementation, as well as harnesses technology and innovative approaches to achieve this.	The entity utilizes all resources in an optimal manner, completely considers rational spending during implementation, utilizes innovative approaches, and harnesses smart technology to reach the maximum level of achievemnt.	The entity is considered an exemplary model globally in the field of optimal utilization of resources and rational spending during implementation, as well as in utilization of innovative approaches and smart technologies to reach outstanding level of achievements.
Are capabilities flexible, streamlined, proactive and demonstrate rapid response and adaptation to developments?	The entity implements its capabilities through slow, complicated business models and steps which do not allow flexibilty and transformation to respond to work-related developments.	The entity implements its capabilities, to some extent, through rapid, smooth, and flexible business model and steps, which allow the entity to transform in response to work developments; however, in a slow manner and with excessive resources.	The entity implements its capabilities, to a great extent, through rapid, smooth, and flexible business models and steps, which allow the entity to transform in response to work developments at a good speed and with reasonable resources.	The entity implements its capabilities completely through rapid, smooth, flexibel business models and steps, which allow the entity to transform in response to work developments proactively, high speed, and with optimal resources. The entity is able to adapt and sustain the transfomation and improvement.	The entity's capabilities and business models are considered exemplary at a global level due to their proactivity, speed, efficient streamlining, flexiblity, rapid response and adaption to changes, and the sustainability of their transformation at the highest levels possible.
Learning and Development (20%) — Are capabilities developed using creative ideas and innovative approaches, based on analyzing and learing from performance results and best practices?	The entity develops a limited number of capabilities; however, this development is not based on analyzing and learning from performance results and best practices.	The entity develops a number of capabilities, using creative ideas and innovative approaches, as well as harnesses technology to a certain extent, based on analyzing and learing from performance results and best practices.	The entity develops most of the capabilities, using creative ideas and innovative approaches, as well as harnasses smart technology to a great extent, based on analyzing and learning from performance results and best practices.	The entity develops all capabilities regularly, using creative ideas and innovative, radical innovative approaches, as well as harnesses technology to an optimal level, based on analyzing and learning from performance results and best practices.	The entity is considered a global exemplary model for being a learning, innovative organization and for harnassing smart technology in this regard.
Is development conducted using a transformational mindset and radical changes?	Capabilities are developed using a traditional mindset and non-radical changes.	A number of capabilities are developed through changes which reflect the entity's initial adoption of a transformational mindset.	Many capabilities are developed through adopting a transformational mindset to a great extent and through a number of radical changes.	All capabilities are developed through adopting a transformational mindset completely and through radical changes which fall within an integrated and interconnected work system.	The entity is considered a global exemplary model in relation to developing radically innovative business models and approaches.
Are the future of government capabilities taken into consideration when working on development?	The future of government capabilities was not taken into consideration when working on development.	The future of government capabilities was considered when developing some capabilities.	The future of government capabilities was considered when developing most capabilities.	The future of government capabilities was considered when developing all capabilties.	The entity is considered a global exemplary model in relation to readiness for the future of government capabilities.

ASSESSMENT TOOL – CAPABILITIES ASSESSMENT

Rules for Applying the Assessment Tool in the Capabilities Field

To calculate the overall score of Capabilities, the below steps should be followed:

1

Assess each of the main and secondary assessment pillars out of 100 points.

2

Calculate the comparative score of the main pillar (Effectiveness) by calculating the average score of the two secondary pillars (whether the capabilities meet the needs of all stakeholders and contribute to the achievement of the expected results) and (whether the capabilities correspond to the nature of the entity's work and are aligned with best practices) out of 100 points. Then, multiply the score of the arithmetic mean by the main pillar's standard weight (40%).

3

Calculate the comparative score of the main pillar (Agility) by calculating the average score of its two sub-pillars (Are capabilities implemented in ways that ensure optimal utilization of various resources and rational spending?) and (Are capabilities characterized by flexibility, streamlining, proactiveness, as well as rapid response and adaption to developments?) out of 100 points. Then, multiply the score of the arithmetic mean by the main pillar's standard weight (40%).

4

Calculate the comparative score of the main pillar (Learning and Development) by calculating the average score of its three sub-pillars (Are capabilities developed using creative ideas and innovative methods based on analyzing and learning from performance results and best practices?), (Is development conducted using a transformational mindset and radical changes?) and (Are the future of government capabilities taken into consideration when working on development?) out of 100 points. Then, multiply the score of the arithmetic mean by the main pillar's standard weight (20%).

Calculate the final score of Capabilities by adding the comparative score of the three main assessment pillars (Effectiveness), (Agility), and (Learning and Development).

ASSESSMENT TOOL – RESULTS ASSESSMENT

Results Assessment Pillars

Comprehensiveness and Usability:

The leading government entity provides accurate information, on a regular basis, to decision-makers and all stakeholders, at all levels, showcasing the progress made in achieving the strategic goals and directions and the capabilities' performance (operations, projects, services, and policies) through an integrated system of balanced performance indicators which are suitable to the entity's nature of work and are aligned with best practices that cover all areas of work or criteria requirements against which the entity needs to measure. All necessary measures should be taken to ensure that the measured data is accurate and reliable as well as to classify results in appropriate categories for ease of use in transformation, development, performance improvement, and the prediction of the entity's future performance.

"Comprehensiveness and Usability" score is calculated based on the percentage of indicators that cover the required measurement areas according to international best practices; have targets that focus on impact; and the reliability and accuracy of which are verified from the total indicators used.

Achievement of Results and Impact

The leading government entity sets logical and ambitious targets that give it a competitive advantage and instill a spirit of challenge among its employees. It works towards achieving these targets and attaining the desired impact on itself, the sector it operates in, and the government sector as a whole.

"Achievement of Results and Impact" score is calculated based on the percentage of indicators that have achieved the logical and ambitious targets and their impacts from the total indicators that have such targets.

Questions Supporting Entities at the Excellence and Elite Levels

The entities participating at the Excellence and Elite levels are also through questions which support the assessment pillars and through which it is ensured that the entity's achieved results stem from effective and agile capabilities as well as growth is a result of activities related to learning, development and innovation in the government entity.

ASSESSMENT TOOL – RESULTS ASSESSMENT

Results Assessment Pillars (Cont.)

Growth of Results and Confidence in their Sustainable Excellence
The leading government entities experience a continuous and balanced development in the results of their performance across all categories and areas of work. This growth and progress in outcomes are achieved through effective understanding and management of the cause-and-effect relationship (capabilities and results) arising from measurement, analysis, learning from past performance, best practices, continuous development efforts, and innovation. This creates confidence in the sustainability of outstanding performance in the future.

"Growth of Results" is calculated based on the percentage of metrics which achieved positive development and stability in the outstanding performance over at least three measurement periods or over a period of three (3) years, whichever is longer, with confidence in the sustainability of outstanding performance in the future.

Please note that the period of three (3) years may change based on the nature of the government entity's work, the extent of its strategic planning, and the acceleration in its field of work.

Competitiveness and Leadership
The results achieved by the leading government entity grant it a competitive advantage in its field of work over similar entities which represent best practices at regional and global levels. Its results contribute to positioning Dubai and the United Arab Emirates in leading positions in global rankings and indicators.

The extent to which the entity has achieved a competitive and leading position is calculated based on the percentage of indicators in which the entity has achieved competitive and leading positions in the field its work and/or led to placing Dubai and the United Arab Emirates in leading positions regionally and globally.

ASSESSMENT TOOL – RESULTS ASSESSMENT

Results Assessment Tool (70%)						
Assessment Pillars (Weight %)	**Description**	**Results with Limited Impact** **0 - 10**	**Results Achieving Some Impact** **15 - 35**	**Results Achieving Clear Impact** **40 - 60**	**Results Achieving Competitive Advantage** **65 - 85**	**Results Achieving a Leading Position** **90 - 100**
Comprehensiveness and Usability (50%)	Are all appropriate indicators and results measured to monitor, understand, and predict the performance of capabilities and the success levels of achieving the strategic goals and directions?	The measured indicators and results are inappropriate and do not allow the entity to monitor, understand, and predict the performance of capabilities and the success levels of achieving strategic goals and directions.	Some indicators and results which cover some performance aspects are measured. This allows the entity to understand and predict the perfomance of capabilities performance as well as the success level of achieving strategic goals and directions at a limited level.	Most of the appropriate indicators and results are measured. They cover all performance aspects and allow the entity to understand and predict the performance of capabilities as well as the success level of achieving strategic goals and directions using an integrated system of indicators which focus on impact.	All appropriate indicators and results are measured. They cover all performance aspects and allow the entity to understand and predict the performance of capabilities as well as the success level of achieving strategic goals and directions using an integrated system of interactive indicators which are based on international best practices and which focus on impact and achieving competitive advantage.	All appropriate indicators and results are measured. They cover all performance aspects and allow the entity to understand and predict the performance of capabilities as well as the success level of achieving strategic goals and directions using an optimal, integrated and innovative system of interactive indicators, which are based on international best practices and which focus on impact as well as achieving competitive advantage, and leadership
		0 - 10	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**
	Are the results being reviewed and updated to ensure their accuracy and reliablility as well as to classify them in appropriate categories for the ease of their use in processes related to performance transformation, development, and improvement?	Indicators are not reviewed to ensure their suitability for achieving the strategic goals. The results are not classified and it is not easy to use them in processes related to performance transformation, development, and improvement.	Some reviews are conducted to update results and ensure their suitability, reliability, and importance for achieving the stratgic goals. Some results are classified in suitable categories which can be used for performance development and improvement purposes.	Regular reviews are conducted to update the results system and to ensure their suitability, reliability, and importance for achieving the strategic goals. Most of the results are classified in suitable categories which can be used for performance development and improvement purposes.	Regular reviews are conducted to update the results system, as well as to ensure their suitability and to increase their reliability and integration for achieving the strategic goals. All results are classified in suitable categories which can be used for performance development and improvement purposes.	Regular reviews are conducted to update the results system, as well as to ensure their suitability and to increase their reliability and integration for achieving the strategic goals. All results are classified in suitable categories which are ready to be used for performance development and improvement purposes, based on a transformational, radical, and leading mindset.
		0 - 10	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**
Total Achievement of Results and Impact		**0 - 10**	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**

Notes:

1. The score of comprehensiveness and usability is the ceiling for the scores of the remaining assessment pillars (Achievement of Results and Impact, Growth of Results and Sustainability of their Excellence, Competitiveness and Leadership).

2. The score of the assessment sub-pillar related to "measuring all appropriate indicators to monitor and predict capacity performance" is the ceiling for the score of the second sub-pillar "Review and update of results, ensure their accuracy and reliability, and classify them in an appropriate manner for development and improvement".

ASSESSMENT TOOL – RESULTS ASSESSMENT

Results Assessment Tool (70%) - Cont.					
Assessment Pillars (Weight %)	**Description**	**Results with Limited Impact** **0 - 10**	**Results Achieving Some Impact** **15 - 35**	**Results Achieving Clear Impact** **40 - 60**	**Results Achieving Competitive Advantage** **65 - 85**	**Results Achieving a Leading Position** **90 - 100**
Achievement of Results and Impact (20%)	Are the set targets logical and ambitious?	All set targets are illogical and unambitious.	Some targets are logical and ambitious.	Most targets are logical and ambitious, as well as focus on impact.	All targets are logical and ambitious, as well as focus on impact and the entity's achievement of competitive advantage in related results.	All targets are logical and ambitious, as well as focus on impact and the entity's achievement of competitive advantage, and leadership in related results.
		0 - 10	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**
	Are targets achieved? Is the desired impact of results attained upon the acheivement of targets?	Set targets are not achieved. Limited impact and results may be noticed.	Some targets were achieved as well as some desired impact was achieved at the level of the entity's stakeholders.	Most of the targets were achieved and an intermediate level of impact was achieved at the levels of the entity's stakeholders and the sector in which it operates.	All targets were achieved and a significant impact was achieved at the levels of the entity's stakeholders, and the sector in which it operates, and the government sector in general.	All targets were achieved and a distinguished impact was achieved at the government entity's level, at the competitiveness level of the sector in which it operates, as well as the national and global levels. And, there is confidence in sustaining goal achievement in the future.
		0 - 10	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**
Total Achievement of Results and Impact		**0 - 10**	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**

Note:

1. The score of the assessment sub-pillar related to "achieving targets and the desired impact of the results upon target achievement" is the ceiling for the score of the second the sub-pillar "logical and ambitious targets."

ASSESSMENT TOOL – RESULTS ASSESSMENT

Results Assessment Tool (70%) - Cont.					
Assessment Pillars (Weight %)	**Description**	**Results with Limited Impact** **0 - 10**	**Results Achieving Some Impact** **15 - 35**	**Results Achieving Clear Impact** **40 - 60**	**Results Achieving Competitive Advantage** **65 - 85**	**Results Achieving a Leading Position** **90 - 100**
Growth of Results and Confidence in their Sustainable Excellence (20%)	Do results reflect continuous and balanced improvement for all work areas and categories related to the relevant periods?	In general, the results do not reflect improvement in the performance of all relevant work areas.	There is an improvement in some achieved results for a period of 3 years; however, the improvement is unbalanced in the relevant work areas and categories during the stated period.	There is an improvement in most achieved results for a period of 3 years, and the growth in results is balanced in the relevant work areas and categories during the stated period.	There is a continuous and balanced improvement for all achieved results for a period of 3 years, in all relevant work areas and categories.	There is a continuous and balanced improvement for all achieved results for a period of 6 years in all relevant work areas and categories.
		0 - 10	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**
	Is the growth of results achieved through the entity's realization and management of the cause-and-effect relationship (capabilities and results) and through measuring and analyzing data, innovation, and continuous development? Are we confident that the outstanding performance will be sustained in the future?	The results do not indicate any performance improvement based on understanding and managing the cause-and-effect relationship. The results do not provide sufficient confidence in the sustainability of the outstanding performance in the future.	The results incidate an initial level of improvement based on understanding and managing the cause-and-effect relationship. However, some result improvement is not due to continuous improvement activities and, to a great extent, the results do not provide sufficient confidence in relation to sustaining the outstanding performance in the future.	The results incidate a good level of improvement based on understanding and managing the cause-and-effect relationship, which is founded on the entity's activities in relation to data analysis, learning, and continuous improvement. In general, the results provide sufficient confidence in relation to sustaining the outstanding performance in the future.	The results incidate an advanced level of improvement based on good understanding and management of the cause-and-effect relationship, which is founded on the entity's predictive and proactive activities in relation to data analysis, learning, and continuous improvement. The results provide sufficient confidence in relation to sustaining the outstanding performance in the future.	The results indicate a global level of improvement based on understanding and managing the cause-and-effect relationship, which is founded on the transofrmational and radical mindset behind the entity's activities in relation to analysis, learning, and continuous improvement. The results provide sufficient confidence, to a great extent, in relation to to sustaining the outstanding performance in the future.
		0 - 10	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**
Total Growth of Results and Confidence in their Sustainable Excellence		**0 - 10**	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**
Competitiveness and Leadership (10%)	Do the achieved results provide the entity with a competitive advantage in comparison to similar entities which represent international best practices? Do the achieved results put the entity, Dubai, and the country in a leading position at an international level?	The results do not provide the entity with a competitive advantage in comparison to similar entities, which represent international best practices, in all relevant work areas.	The achieved results put the entity in a below than average position in comparison to similar entities, which represent international best practices, in most of the relevant work areas.	The achieved results provided the entity with a competitive advantage in comparison to similar entities, which represent international best practices, in various relevant work areas.	The achieved results provided the entity with a competitive advantage in comparison with similar entities, which represent international best practices, in most work areas; as well as the entity achieved advanced positions amongst global leading positions in one field or more in relevant work areas.	The achieved results provided the entity with a competitive advantage in comparison with similar entities, which represent international best practices, in all work areas; as well as the entity achieved a leading global position and became an exemplary model in various relevant work areas.
Total Competitiveness and Leadership		**0 - 10**	**15 - 35**	**40 - 60**	**65 - 85**	**90 - 100**

Note:

1. The period of three (3) years or six (6) years may change based on the nature of the government entity's work, the extent of its strategic planning, and acceleration in the field of the entity's work.

ASSESSMENT TOOL – ASSESSMENT PRINCIPLES SUPPORTING THE ENTITIES AT THE EXCELLENCE AND ELITE LEVELS

The entities participating at the Excellence and Elite levels are assessed through the usage of the above-mentioned results assessment tool, with the addition of supporting sub-criteria related to the following pillars:

Assessment Pillars (Weight %)	Description	Results with Limited Impact	Results Achieving Some Impact	Results Achieving Clear Impact	Results Achieving Competitive Advantage	Results Achieving a Leading Position
Questions which support the Excellence and Elite levels	Were the results achieved through capabilities which are appropriate to the entity's nature of work and aligned with best practices?	The results were achieved through capabilities which are inappropriate to the entity's nature of work and are not aligned with international best practices.	The results were achieved through capabilities which are appropriate, to a certain extent, to the entity's nature of work and are partially aligned with international best practices.	The results were achieved through capabilities which are appropriate, to a great extent, to the entity's nature of work are in general aligned with international best practices.	The results were achieved through capabilities which are completely appropriate to the entity's nature of work and are considered among international best practices.	The results were achieved through capabilities which are completely appropriate to the entity's nature of work and are considered unique practices and exemplary at the global level.
Achieving Results and Impact	Were the results achieved through capabilities which ensure optimal utilization of the different resources and rational spending?	The results were achieved through capabilities which do not consider optimal utilization of resources or rational spending when executed.	The results were achieved through capabilities which considered, to a certain extent, both the optimal utilization of resources and rational spending when executed.	The results were achieved through capabilities which considered, to a great extent, both the optimal utilization of resources and rational spending when executed.	The results were achieved through capabilities which utilized all resources in an optimal manner and fully considered rational spending when executed.	The results were achieved through capabilities and business models by which the entity is considered a global exemplary model in relation to optimal utilization of resources and rational spending on its capabilities.
	Were the results achieved through capabilities which are characterized with flexibility, proactivity, as well as speed of response and adaptation to changes?	The results were achieved through slow and complicated business models and steps, which do not allow for flexibility and transformation in response to work changes.	The results were achieved, to some extent, through rapid, proactive, smooth, and flexible business models and steps, which allow the entity to transform in response to work changes; however, slowly and with excessive resources.	The results were achieved, to a great extent, through rapid, proactive, smooth, and flexible business models and steps which allow the entity to transform in response to work changes in good speed and with moderate resources.	The results were achieved fully through rapid, proactive, smooth, and flexible business models and steps which allow the entity to transform in response to work changes rapidly, with little resources, and with the ability to adapt to and sustain the transformation.	The results were achieved through business models and steps by which the entity is considered a global exemplary model with regard to its speed, proactivity, smoothness, flexibility, as well as its rapid response and adaptation to changes and its sustainable transformation.
Growth of Results and Confidence in their Sustainable Excellence	Was the performance development a result of analysis, learning and benchmarking with best practices? Was the performance development a result of improving capabilities through creative ideas, innovative methods, and radical changes? Was the future of government capabilities taken into consideration when developing performance?	The entity's performance development was achieved through developing a limited number of capabilities; however, this was not based on analyzing and learing from performance results and best practices. The capabilities were developed using a tradional mindset and non-radical changes which did not consider the future of capabilities.	The entity's performance development was achieved through developing some capabilities using creative ideas, innovative methods, technology, to some extent, and based on analyzing and learning from performance results and best practices. Some capabilities were developed through changes which demonstrate an initial transformational mindset and consideration of the future of some capabilities.	The entity's performance development was achieved through developing most of the capabilities using creative ideas, innovative methods, and smart technology, to a great extent, and based on analyzing and learning from performance results and best practices. Many capabilities were developed through adopting a transformational mindset, to a great extent, as well as through a number of radical changes and the consideration of the future of capabilities.	The entity's performance development was achieved through developing all capabilities regularly using creative ideas, innovative and radical methods, and the optimal utilization of technology, based on analyzing and learning from performance results and best practices, within an integrated and interconnected work system that considered the future of capabilities.	The entity's performance development was achieved through capabilities by which the entity is considered a global exemplary model as a learning and innovative organization, which is renowned for its original innovations, future preparedness, and the ability to harness smart technology in this regard.

ASSESSMENT TOOL – RESULTS ASSESSMENT

Rules Related to Applying the Results Assessment Tool

The results assessment consists of two main sections:

The First Section:

❑ It includes the main pillar (Comprehensiveness and Usability) through which the entity identified the scope covered by appropriate indicators. Therefore, this section determines the final result:

1

Assess the main pillar (Comprehensiveness and Usability) out of 100 points.

2

Calculate the comparative score of the main pillar (Comprehensiveness and Usability) by multiplying the result attained out of 100 points by the main pillar's standard weight (50%).

3

Then, calculate the comparative weight of the main pillar's result (Comprehensiveness and Usability) by dividing the result which was calculated in step 2 by 50 (The 50 represents the total score in case the entity scored 100 in this pillar).

Note:

❑ The score of "Comprehensiveness and Usability" is the ceiling for the scores of all the other assessment pillars (Achievement of Results and Impact), (Growth Results and Confidence in their Sustainable Excellence), and (Competitiveness and Leadership).

❑ The score of the assessment sub-pillar related to "measuring all appropriate indicators to monitor and predict capacity performance" is the ceiling for the score of the second sub-pillar "Review and update of results, ensure their accuracy and reliability, and classify them in an appropriate manner for development and improvement".

ASSESSMENT TOOL – RESULTS ASSESSMENT

Rules Related to Applying the Results Assessment Tool

The second section:

❑ It includes three main pillars (Achievement of Results and Impact), (Growth of Results and Confidence in their Sustainable Excellence), and (Competitiveness and Leadership). Those pillars are concerned with the performance assessment of the adequate indicators which were measured by the entity and which were identified based on the first principle:

1

Assess each of the three main pillars out of 100 points.

2

Calculate the comparative score of the three main pillars (Achievement of Results and Impact), (Growth of Results and Confidence in their Sustainable Excellence), and (Competitiveness and Leadership) by multiplying the result attained out of 100 points by the standard weight of those main pillars (20%, 20% and 10%) respectively.

Note:

❑ The score of the assessment sub-pillar related to "measuring all appropriate indicators to monitor and predict capacity performance" is the ceiling for the score of the second sub-pillar "logical and ambitious targets".

ASSESSMENT TOOL – RESULTS ASSESSMENT

Rules Related to Applying the Results Assessment Tool (Cont.)

To calculate the final score of results, the below step is to be followed:

❑ The final score is calculated by adding the result of the main pillar (Comprehensiveness and Usability), which was calculated in step number 2 of the first section, and the results of each of the three main pillars (Achievement of Results and Impact), (Growth of Results and Confidence in their Sustainable Excellence) and (Competitiveness and Leadership), that were calculated in step number 3 of the second section.

To calculate the overall score of the criterion, the below steps are to be followed:

❑ The Basic Level Entities: Add (the score related to the criterion capabilities' assessment multiplied by the comparative weight of the capabilities) with (the score of the results assessment, for the same criterion, multiplied by the comparative weight of the results).

❑ The Excellence and Elite Level Entities: Determine the score of the results assessment for the same criterion, then multiply the overall score by its specific comparative weight in the Government Excellence Model.

ASSESSMENT TOOL – ELITE MODEL ASSESSMENT

Elite Model Assessment

❑ Government entities are assessed through a model which includes three pillars that are updated after each assessment cycle. Entities at the Elite Level should participate in all specified pillars. The criteria are updated according to the following:

▪ Latest trends and international government best practices.

▪ Leadership directives and Dubai Government priorities.

▪ Maturity level of the previously announced pillars in the Elite level entities and their achievement of targeted impact.

❑ Assessments are carried out by a team of international experts in the fields of the pillars (in addition to the model's assessment team) who interview the concerned team in the government entity to discuss the topics of the pillars, during one of the site visit days dedicated to assess the entity.

❑ Each criterion includes a number of questions about the organizational capabilities and results achieved in relation to the field of the pillar.

❑ In light of the answers to the interview questions (together with the provided evidences and proofs), the team of experts determines the entity's leadership level 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 (distributed on capabilities and results as will be indicated later on), and the average is then calculated (criteria of equal weights).

❑ The Elite criteria assessment points are added to the government entity's score in the Government Excellence Model assessment in as much as 80% for Government Excellence Model assessment and 20% for Elite Model assessment.

ASSESSMENT TOOL – ELITE MODEL ASSESSMENT

Elite Assessment Matrix: Organizational Agility

	No.	Interview Question	Basic Level 0 - 35	Intermediate Level 40 - 70	Advanced Level 75 - 100
Capabilities	1	How is work re-organization and resource re-deployment carried out internally among departments to achieve specific goals or implement a specific project without interference from senior management?	A number of practices are in place to ensure work re-organization and resource re-deployment inernally among departments to achieve a number of goals or implement a number of projects without interference from senior management.	Effective systems and mechanisms are in place to ensure work re-organization and resource re-deployment internally among departments to achieve many goals or implement many projects without interference from senior management.	Effective and innovative systems and mechanisms are in place to ensure work re-organiztaion and resource re-deployment internally among departments to achieve all goals or implement all projects without interference from senior 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 in an effective and innovative manner, to improve performance and services.
	3	How are internal and external variables predicted and how are they responded to in innovative and timely ways to seize 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 seize opportunities and avoid threats.	Effective systems and mechanisms are in place to predict internal and external variables. Most variables are responded to effectively to seize opportunities and avoid threats.	An exemplary model in predicting internal and external variables. All variables are responded to innovatively to seize opportunities and avoid threats.
Results		Organizational agility results: They may include response time to external variables, number of projects executed by cross-functional teams, results of predicting external variables, 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 MODEL ASSESSMENT

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

	No.	Interview Question	Basic Level 0 - 35	Intermediate Level 40 - 70	Advanced Level 75 -100
Capabilities	1	How does the entity ensure making decisions as well as developing policies and services based on facts extracted from data?	Some practices are in place to gather and analyze data with analysis results used to support decision-making and development of some policies and services.	Effective systems and mechanisms are in place to gather and analyze data with analysis results used to support decision-making and development of 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 development of all policies and services.
	2	How are state-of-the-art techniques, technologies and artificial intelligence (AI) used to improve the efficiency of policie 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 being exchanged using modern techniques and artificial intelligence (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 artificial intelligence (AI): They may 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 improvements using AI.	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 MODEL ASSESSMENT

Elite Assessment Matrix: Partnership

	No.	Interview Question	Basic Level 0 - 35	Intermediate Level 40 - 70	Advanced Level 75 -100
Capabilities	1	How are effective partnerships established with private sector organizations to increase the added value of services provided by the entity?	Some practices are in place to establish effective partnerships with private sector corganizations to increase added value of services provided by the entity.	Effective systems and mechanisms are in place to establish effective organizations to increase added value of services provided by the entity.	Innovative systems and mechanisms are in place to establish effective partnerships with private sector organizations to increase added value of services provided by the entity.
	2	How does the entity collaborate with partners and individuals within and outside 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 is established, through which some services are provided / improved.	Effective practices are in place to collaborate with partners and numerous effective, proactive partnerships are established, through which some services are provided / improved.	An exemplary model of joint government work, and all necessary, proactive partnerships are established through which services are provided / improved.
	3	How does the entity determine the partnerships required to provide proactive, effective solutions for social issues and added value services for customers?	A number of practices are in place to determine the partnerships required to provide proactive, effective solutions for social issues and added value 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 added value services for customers are 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 added value services for customers are determined.
Results		Results of partnership with the government sector, non-government sector, and individuals: They may include the number of effective partnerships within and outside the sector, number of partnerships with the private sector, number of services improved through the partnership, and the percentage of service improvements through partnerships.	Some positive results are achieved compared to international best practices.	Most positive results are achieved compared to international best practices.	All positive results are 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, 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 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 as well as information and communication technologies so that people of determination can benefit from them, 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 customers, in a way that ensures providing them with 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 career development).

❑ Developing the skills of people of determination on an equal basis with others and developing programs that ensure their career 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 proactive and creative.

❑ Protecting people of determination from discrimination in all stages of work as well as 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 recruiting 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 as well as to help their career development.

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

❑ The compliance rate according to the audit related to 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, developing them, and increasing their opportunities for interaction.

❑ Results of people of determination's opinion surveys (customers, employees, and their families).

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

❑ Result of the Dubai Digital Authority assessment of the government entity's website and the suitability of its 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: Organizational 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 score of questions related to people of determination is calculated based on the Mystery Shopper and Employee Happiness studies which conducted by the Executive Council.

VARIABLE AWARDS

"Best Entity in Emiratization" Category

Category Objectives:

1 Encouraging government entities to prepare and implement a sustainable, organizational 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 (5-3) "Emiratization", under the fifth main criterion: "Human Capital and Emiratization", in the Dubai Government Excellence Model.

Assessment Mechanism:

❑ The assessment is carried out by a team of national experts specialized in human resources (using the model's approved assessment tools for Capabilities and Results); 50% for Capabilities and 50% for Results (50% for performance indicators and 50% for perception measures).

❑ The Emiratization criterion is accounted for among the Government Excellence Model criteria to assess the "Leading Government Entity" category. However, it is not considered in the assessment of the "Best Entity in Human Capital" category, for which the winner is determined using the grade of sub-criteria 5-1 "Management of Professional Talent" and 5-2 "Jobs of the Future", under the main criterion: "Human Capital and Emiratization", in order to avoid duplication in assessment and recognition.

VARIABLE AWARDS

"Best Joint Initiative" Category

Category Objectives:

1

Encouraging government entities to implement initiatives which foster partnership and integration in the government sector, in order to achieve the One Government Principle.

2

Fostering integration with the private sector in order to benefit from its expertise and resources in improving the government entities' efficiency in fulfilling their functions and executing their business.

3

Improving the customers and the other stakeholders' experience by providing them with integrated services.

Nomination and Participation Conditions for this Category:

❑ Nomination for this category is optional. All entities from all levels (Elite, Excellence, Basic) can participate in this category.

❑ At least one of the partners in this initiative should be from the private sector.

❑ Initiatives with budgets exceeding twenty-five (25) million Dirhams are not eligible to participate in this category.

❑ Only initiatives which were implemented within maximum the last 4 years may participate.

❑ Nominating the same initiatives for two consecutive cycles is not permitted (even if the nomination for joint initiatives is made by different entities).

CRITERIA OF BEST JOINT INITIATIVE

First Criterion: Design and Development of the Initiative (20 Points)

❑ The level of innovation in the idea of the initiative, the extent of its response to the challenges faced by Dubai government entities, and its readiness for the future.

❑ Analyzing the current situation, studying the feasibility of the initiative, and setting its goals at pioneering levels, based on the analysis of data and facts.

❑ Supporting and aligning the initiative with the goals and strategies approved at the levels of the government entity and Dubai government in general.

❑ The mechanism used for selecting and determining the team members who have the capabilities and competencies required to manage and implement the initiative in its various stages.

❑ Identifying the partners and the rest of the parties who are concerned with the initiative; the relationship frameworks with them; the extent of their influence and how affected they are by its success; and the principles of managing the relationship with them, based on the advantage reaped by all and the benefit gained from capabilities made available through partnership with the private sector.

❑ Determining the budget of the initiative as well as the material and non-material resources required for its implementation, based on information and facts.

❑ Preparing and implementation plan for the initiative as well as determining the mechanisms, which will be used for following-up the implementation of the results and achieving their impact, based on effective and clear performance indicators for all stakeholders.

❑ Determining the critical factors for the success of the initiative; preparing a mechanism for managing the risks associated with its implementation; and preparing various scenarios to be implemented in case of any internal or external changes, in order to achieve the goals and impact of the initiative for the government entity and all partners.

CRITERIA OF BEST JOINT INITIATIVE

Second Criterion: Partnership in the Implementation of the Initiative (30 Points)

❑ Using modern, scientific methods and techniques, as well as technology, to manage and implement the initiative.

❑ The manner by which difficulties and obstacles encountered by the initiative were overcome, as well as the team's proactiveness and flexibility in responding to these challenges and dealing with them.

❑ Effectiveness of implementation-related processes and efficiency of financial spending.

❑ Effectiveness of managing change which is related to the initiative.

❑ Managing the initiative and monitoring its implementation, through the effective participation of partners, as well as preparing regular achievement reports in order to ensure managing and fulfilling the requirements and needs of all partners and stakeholders throughout the implementation stages.

CRITERIA OF BEST JOINT INITIATIVE

Third Criterion: Positive Results and Impact of the Initiative (50 Points)

❑ The results of implementing the initiative in terms of timeframes and used resources, as well as result achievement for each of its implementation stages.

❑ The results achieved after the implementation of the initiative in comparison to targeted results, and their impact on the general performance level of the government entity and on the performance of all partners.

❑ The benefits and positive impacts of the initiative on all stakeholders, including the partners' happiness with the partnership to implement the initiative as well as with the transfer and exchange of knowledge among partners.

❑ The extent of sustaining the positive results and impacts of the initiative.

❑ The continuous learning and development related to the initiative, which takes place internally and at the partner entities, as well as the possibility of implementing the learning or spreading best practices and learnt lessons in other government entities.

VARIABLE AWARDS

"Best Joint Initiative" Category

ASSESSMENT MECHANISM

One assessment session (in-person) for each initiative. The duration of the session shall be distributed as follows:

The First Stage:

1. A presentation according to the criteria of the category
(50 - 60 minutes)

The Second Stage

2. Questions and answers
(20 – 30 minutes)

The Third Stage

3. A tour in the location where the initiative is implemented, if required.
(15 – 30 minutes)

The duration of the first and second stages is a maximum of two hours.

VARIABLE AWARDS

The Most Future-Ready Entity

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, launched the Dubai Future Readiness Index as part of the 10th World Government Summit. The index aims to enhance Dubai's leading position as one of the most future-ready cities in the world. This category was launched to motivate government entities to increase their level of future readiness, so that they seize opportunities and deal with future challenges rapidly, flexibly and proactively, as well as to recognize the entities that are most future-ready and that achieve the highest results when assessing this indicator.

Category Objectives:

1
Encouraging government entities to develop strategies and integrated work plans to respond and deal with future developments, seize opportunities, and handle future challenges rapidly, flexibly, and proactively.

2
Empowering the government sector's employees as well as improving their abilities and skills in terms of future-shaping and design.

3
Highlighting the success of Dubai's government entities in employing future technologies to achieve their goals and taking the lead in providing the best futuristic government services at regional and global levels.

Assessment Mechanism

The entity's result with regard to Dubai Future Readiness Index is calculated through the assessment of its main pillars and sub-pillars through several sources with weights distributed as follows:

Dubai Future Readiness Index		
For the Government Entity		
10%	90%	
Employees' Surveys	Central Government Entities' KPI's	Indicators from Organizational Assessment

For more details about the index, its principles, and its calculation mechanism, please refer to the "Dubai Future Readiness Index Guide" issued by Dubai Government Excellence Program and Dubai Future Foundation.

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 employees in leadership positions (grade 16, or equivalent, and above) in Dubai government entities, with the exception of director general positions. The jobs / job titles in this category may include: Assistant / Deputy director general, CEO, sector director / head, and department managers who report directly to a director general (second tier leadership).

Dubai Medal for Supervisory Employee (Optional)

This category is dedicated for Emirati employees in supervisory positions (below grade 16 or equivalent) who oversee at least two or more employees. The jobs / job titles in this category may include: department manager, section head, service center manager, call center manager, unit head, and so forth.

Dubai Medal for Specialized Employee (Optional)

This category is dedicated to all employees in the government entities, in the various professional, engineering, technological and specialized technical jobs. The jobs / job titles in this category may include: doctor, engineer, lawyer, expert, advisor, specialist, researcher, planner, translator, coach, attorney general, media specialist, journalist, editor, statistician, accountant, financial auditor, system analyst, computer programmer, system operator, database administrator, and so forth.

DUBAI MEDALS OF EXCELLENCE

Dubai Medal for Administrative Employee (Optional)

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

Dubai Medal for Field Employee (Optional)

This category is dedicated to all employees in the various non-supervisory jobs which require field work outside their work entity, with their out-of-office duties requiring no less than 70% of their time. The jobs / 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 is dedicated to all government entities' employees in non-supervisory jobs at customer service centers or employees who interact directly with the public. It is not obligatory to include the words "customer happiness" in the employee's job title. The jobs / job titles in this category 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 is dedicated to all employees who have innovations and joint inventions, whether related to their scope of work or outside it, regardless of their job titles. Their job titles do not necessarily have to include any words that refer to innovation or creativity.

Dubai Medal for Young Employee (Mandatory)

This category is dedicated to all Emirati employees, in the youth category, who are aged between 18 and 35 years, regardless of their job title, and who have been working in the government entity for no more than three years.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements of the Dubai Government Medals of Excellence

Assessment Criteria and Elements of the Dubai Medal for Assistant Director General / CEO

First Criterion: Performance and Achievement (30%)

❑ Major current and previous achievements of the business unit managed by the employee, during their work tenure, and their impact on achieving the entity's strategy and Dubai Plan.

❑ Ability of the employee to translate visions and achieve goals through effective planning and forecasting of the future; while ensuring the team's contribution as well as the optimal use of time and resources to create an added value, serve society, and attain the latter's happiness.

❑ Ability of the employee to manage risks as well as processes related to change, modernization, and continuous improvement.

❑ Investing in human capital as well as empowering the employee's teams and developing their leadership skills. Moreover, providing a suitable environment for creativity and innovation, in addition to nurturing the team member's abilities in order to sustain the entity's excellence and competitiveness.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements of the Dubai Government Medals of Excellence

Assessment Criteria and Elements of the Dubai Medal for Assistant Director General / CEO

Second Criterion: The Positive and Influential Personality (20%)

- ❑ Acts as a role model in performance and behavior; creates a positive work environment; encourages teamwork; deals with challenges and difficulties in a flexible manner and overcomes them.

- ❑ Volunteer work carried out by the employee, either through their work entity or outside their scope of work, which aims at supporting social development and community service.

- ❑ Spreading the culture of learning based on experimenting and application of acquired knowledge in new situations, as well as adopting an approach which enables handling the changing requirements of different situations.

- ❑ Effective communication with all employees of different cultural backgrounds, as well as accepting diversity and promoting the values of tolerance inside and outside the entity.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements of the Dubai Government Medals of Excellence

Assessment Criteria and Elements of the Dubai Medal for Assistant Director General / CEO

Third Criterion: Initiative and Entrepreneurial Awareness (20%)

❑ Presenting ideas and suggestions, as well as demonstrating initiative to participate in teams and organizational events.

❑ Contributing to the provision of innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources) as well as coming up with leading innovative initiatives and projects which serve the entity.

❑ The employee's efforts and contribution to the entity's activities and events which aim at shaping the future, as well as at understanding the government's directives and initiatives or the international best practices.

❑ The employee's contributions to enhance the entity's competitive and leading position as well as the society's quality of life.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements of the Dubai Government Medals of Excellence

Assessment Criteria and Elements of the Dubai Medal for Assistant Director General / CEO

Fourth Criterion: Leadership Skills (30%)

❑ Contribution to setting the entity's vision, organizational strategy and structure, and a suitable business model to implement the strategy; as well as to providing the necessary resources to apply it.

❑ Resilience; fostering the concepts of proactiveness, rapid response and execution; presence in the field to monitor work and to effectively and efficiently manage developments as well as processes related to change and improvement of tasks and services; in addition to taking decisions which aim at achieving organizational goals.

❑ Contribution to activities related to human resource development; to developing human resources' abilities; as well as to preparing a generation of leaders who are accountable, able to serve, and develop their own abilities and skills.

❑ Implementing mechanisms for delegation of authority; ensuring the involvement of stakeholders in the decision-making process; ensuring clarity of responsibilities and authorities; avoiding conflict of interest or the misuse of authority; and putting the common good before the personal's.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements

1. **First Criterion:**

   ### Performance and Achievement

   ❑ Nature of individual performance and achievements of their current (and previous) scope of work, and their impact on the entity and on the achievement of Dubai Plan.

   ❑ The employee's speed and accuracy in accomplishing their work and achieving their goals through the optimal use of time and resources.

   ❑ Challenges which the employee overcame or dealt with to achieve their goals and accomplishments.

2. **Second Criterion:**

   ### Innovation (Dubai Medal for Innovative Employee Only)

   ❑ Original (non-traditional) and creative ideas as well as leading initiatives presented by the employee, and the diversity thereof, with a focus on radical innovations, whether within or outside their scope of work.

   ❑ Applying best practices and mechanisms to develop innovations, analyze and use data, learn, and others.

   ❑ The results and impacts achieved through implementing those leading and creative ideas / initiatives / projects; as well as their success in responding to local, regional, and global challenges and in finding solutions for them.

   ❑ The documentation level of the employee's innovations in scientific / literary researches and publications as well as in papers of specialized conferences; in addition to the number and importance of invention patents and intellectual property rights owned by the employee.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements (Cont.)

3. **Third Criterion:**

   Continuous Learning and Evolving Mindset

   ❑ The extent of the employee's keenness to improve educational attainment and the benefit thereof on individual and organizational level.

   ❑ The employee's efforts to gain experience and seek self-development in terms of knowledge and skills relevant to their work duties, and the extent of their implementation and impact on the individual and organizational levels.

   ❑ The employee's transfer of learnt knowledge and skills to others, whether within their work entity or outside it.

4. **Fourth Criterion:**

   Initiative and Entrepreneurial Awareness

   ❑ The employee's proactive contribution to presenting ideas and suggestions; participating in teams, organizational events, and activities related to knowledge transfer to colleagues.

   ❑ The employee's optimal use of innovation enablers in the entity (suggestion scheme, communication tools, technology, and financial / material resources) to come up with leading, innovative initiatives and projects which serve the entity.

   ❑ The employee's efforts and contributions to the entity's future-shaping-related activities and events, as well as understanding the government's directives and initiatives or the international best practices.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements (Cont.)

5. **Fifth Criterion:**

   The Positive and Influential Personality

   ❑ Acts as a role model in performance and behavior; creates a positive work environment; encourages teamwork; as well as deals with challenges and difficulties, in a flexible manner, and overcomes them.

   ❑ Volunteer work carried out by the employee, either through their work entity or outside their scope of work, which aims at supporting social development and community service.

   ❑ Spreading the culture of learning based on experimenting and application of acquired knowledge in new situations, as well as adopting an approach which enables handling the changing requirements of different situations.

   ❑ Effective communication with all employees of different cultural backgrounds, as well as accepting diversity and promoting the values of tolerance inside and outside the entity.

DUBAI MEDALS OF EXCELLENCE

Assessment Criteria and Elements (Cont.)

6. **Sixth Criterion:**

   Leadership Skills (Dubai Medal for Supervisory Employee Only)

   ❑ Major current and previous achievements of the business unit managed by the employee during the tenure of their work.

   ❑ The ability to plan the business unit's future through future-shaping and establishing an integrated plan that combines the goals of the business unit and its employees; as well as the employee's capabilities in terms of managing risk and processes-related to change, modernization, and continuous improvement.

   ❑ The employee's ability to manage the business unit in a way that ensures optimal use of time and resources and maximizes their benefits; and their ability to apply reliable methods to measure their team / business unit's performance, to monitor the extent of goal achievement, and to make appropriate decisions.

   ❑ The employee's keenness to build and empower the human resources working under their supervision, encouraging them to work and take initiative; to build team spirit among them; and to provide a suitable environment for creativity and innovation.

DUBAI MEDALS OF EXCELLENCE

Dubai Medal for Assistant Director General / CEO

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%
Major current and previous achievements of the business unit managed by the employee, during their work tenure, and their impact on achieving the entity's strategy and Dubai Plan.	The employee did not provide sufficient achievements related to their current and previous scope of work, and the impact of their work is unclear on their business unit.					The employee's achievements in their current and previous scope of work met expectations and attained the goals of the employee's business unit and work entity. However, they have no clear impact on the realization of Dubai Plan indicators.					Most of the employee's achievements in their current and previous scope of work exceeded expectations and had an impactful contribution towards realizing Dubai Plan indicators. Moreover, the impact of the achievements exceeded the scope of the employee's busines unit (government entity, Dubai government, and UAE government).					All of the employee's achievements in their current and previous scope of work tangibly exceeded expectations and had a clear impact on realizing Dubai Plan. Moreover, the impact of the achievements exceeded the scope of the employee's business unit (government entity, Dubai government, UAE government, regaionally and globally).				
Ability of the employee to translate visions and achieve goals through effective planning and forecasting of the future; while ensuring the team's contribution as well as the optimal use of time and resources to create an added value, serve society, and attain the latter's happiness.	There is no sufficient evidence which indicates the employee's ability to achieve goals through effective planning and forecasting of the future. Moreover, there is no sufficient evidence to ensure the team's contribution or the optimal use of resources to create an added value.					Some goals were achieved through effective planning and forecasting of the future. Moreover, there are some examples on the team's contribution and the use of resources to create an added value and to attain society's happiness.					Most of the goals were achieved through effective planning and forecasting of the future. Moreover, there is a number of examples on the team's contribution and the use of resources to create an added value and to attain society's happiness.					All goals were achieved through effective planning and forecasting of the future. Moreover, it is evident that the employee ensures team's contribution and uses resources to create a significant added value as well as to attain society's happiness at a global level.				
Ability of the employee to manage risks as well as processes related to change, modernization, and continuous improvement.	The employee did not provide sufficient evidence concerning his ability to manage risks and to manage processes related to change, modernization, and continuous improvement.					The employee identified and prepared risk management plans, as well as managed some processes related to change, modernization, and continuous improvement through simple and traditional methods.					The employee managed many risks, including the integrated identification, update, and planning. Also, they managed a number of processes related to change, modernization, and continuous improvement through advanced and modern methods.					The employee managed all potential risks, as well as managed a significant number of processes related to change, modernization, and continuous improvement, through innovative and advanced methods, using the latest advanced techniques.				
Investing in human capital as well as empowering the employee's teams and developing their leadership skills. Moreover, providing a suitable environment for creativity and innovation, in addition to nurturing the team member's abilities in order to sustain the entity's excellence and competitiveness.	The employee did not provide sufficient evidence concerning their contribution to empowering their teams and developing their leadership skills. Moreover, the employee did not provide sufficient evidence with regard to providing a suitable environment for creativity and innovation or nurturing the team members' abilities in order to sustain the entity's excellence and competitiveness.					The employee provided some examples on empowering their team and developing their leadership skills (e.g. delegation and training), as well as on providing a suitable environment for creativity (e.g. schemes for suggestions and motivating creative team members) in order to sustain the entity's excellence and competitiveness.					The employee provided many examples on empowering their team and on developing their leadership skills (e.g. delegation and training), as well as on providing a suitable environment for creativity (e.g. schemes for suggestions and motivating creative team members) in order to sustain the entity's excellence and competitiveness.					The employee empowered all their team members and developed their leadership skills (e.g. delegation, training, and coaching); as well as provided a suitable environment for creativity (e.g. schemes for suggestions and motivating creative team members) in order to sustain the entity's excellence and competitiveness.				
Total Performance and Achievement	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

First Criterion: Performance and Achievement

Dubai Medal for Assistant Director General / CEO

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%
Acts as a role model in performance and behavior; creates a positive work environment; encourages teamwork; deals with challenges and difficulties in a flexible manner, and overcomes them.	The employee did not provide sufficient evidence on acting as a role model in performance and behavior; on creating a positive work environment; and on encouraging teamwork. It was not evident that they dealt with challenges and difficultires, in a flexible manner, and overcame them.					The employee provided some examples on acting as a role model in performance and behavior; on creating a positive work environment (e.g. a culture of non-blaming and learning from mistakes); and on encouraging teamwork in some initiatives. They also demonstrated some flexibility when dealing with challenges and difficulties as well as when overcoming them.					The employee provided many examples on acting as a role model in performance and behavior; on creating a positive work environment (e.g. a culture of non-blaming, learning from mistakes, motivation, encouragement, and recognition); and on encouraging teamwork in most initiatives. They also demonstrated a high level of flexibility when dealing with challenges and difficulties as well as when overcoming them.					The employee is a role model in performance and behavior in the entity, and they play a big role in spreading happiness and positivity (e.g. a culture of non-blaming, learning from mistakes, motivation, encouragement, and recognition). They are a model of flexibility when dealing with challenges and difficulties, as well as when overcoming them, which is reflected on the entity's performance and reputation.				
Volunteer work carried out by the employee, either through their work entity or outside their scope of work, which aims at supporting social development and community service.	The employee does not have any contributions to volunteer work within or outside their scope of work.					The employee has some contributions to volunteer work, which aim at supporting social development and serving society, within or outside their scope of work.					The employee has continuous contributions to volunteer work within and outside their scope of work. Moreover, they encourage colleagues to positively contribute to society in order to support social development and community service.					The employee has many continuous contributions to volunteer work, within and outside their scope of work, through clear plans and directions which focus on the impact of those contributions. Also, they encourage colleagues to postively contribute to society.				
Spreading the culture of learning based on experimenting and application of acquired knowledge in new situations, as well as adopting an approach which enables handling the changing requirements of different situations.	The employee is rarely keen to transfer acquired knowledge and skills to others or to apply them in different or new situations.					The emplyee is keen, in some cases, to transfer acquired knowledge and skills to others, or to apply them in different or new situations.					The employee is keen, most of the time, to transfer acquired knoweldge and skills to others, and to apply them in different situations within their work entity. They also transfer knowledge outside at a local level (through participating in conferences, training courses, coaching and mentoring, etc.).					The employee is keen, most of the time, to transfer acquired knowledge and skills to others, and to apply them in different situations within their work entity through clear plans, using modern and effective methods. They also transfer knowledge outside at local, regional, and global levels (through participating in conferences, training courses, coaching and mentoring, etc.).				
Effective communication with all employees of different cultural backgrounds, as well as accepting diversity and promoting the values of tolerance inside and outside the entity.	The employee demonstrates limited skills when communicating with and contacting a team of different cultural backgrounds. They rarely exchange opinions and ideas with the team members, as well as they rarely demonstrate tolerance towards them.					The employee demonstrates an intermediate skill level when communicating with and contacting a team of different cultural backgrounds. They are keen to exchange opinions and ideas wth the team members, as well as demonstrate tolerance towards them.					The employee demonstrates a good skill level when communicating with and contacting the team. They are keen to exchange opinions and ideas, and demonstrate tolerance towards colleagues of different cultural backgrounds in the entity when explaining to them the strengths and areas for development in their work.					The employee demonstrates an outstanding skill level when communicating with and contacting the team, and they always develop those skills. Moreover, they are keen to exchange opinions and ideas; constantly demonstrate tolerance towards colleauges and stakeholders, who come from different cultural backgrounds, when explaining to them the strengths and areas for development in their work; and invest in their energy and expertise to achieve the entity's goals.				
Total The Positive and Influential Personality	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Second Criterion: The Positive and Influential Personality

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DUBAI MEDALS OF EXCELLENCE

Dubai Medal for Assistant Director General / CEO

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%
Presenting ideas and suggestions, as well as demonstrating initiative to participate in teams and organizational events.	The employee rarely presents innovative ideas and initiatives. They rarely participate in teams or organizational events.					The employee presents some ideas and initiatives (ideas, studies, researches, work methods, projects) and they have some participations in teams and organizational events.					The employee proactively presents original (non-traditional) and creative ideas, leading initiatives and radical innovations (ideas, studies, researches, work methods, projects). They participate in several teams and organizational events, based on scientific and practical learning methods.					The employee continuously and proactively presents original (non-traditional) and creative ideas, leading initiatives, and radical innovations (ideas, studies, researches, work methods, projects). They participate in several teams and organizational events, based on scientific and practical learning methods whose applicability was approved.				
Contributing to the provision of innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources) as well as coming up with leading innovative initiatives and projects which serve the entity.	The employee did not provide innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources). They did not implement any leading, innovative initiatives and projects, which serve the entity.					The employee provided some innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources). They implemented some leading, innovative initiatives and projects which had positive results and impact at the entity's level; as well as they won relevant local awards.					The employee provided many innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources). They implemented many leading, innovative initiatives and projects which had positive results and impact at the entity and government's levels; as well as they won relevant local and regional awards.					The employee provided innovation enablers of a global standard in the entity (suggestion scheme, communication tools, technology and financial / material resources). They implemented many leading, innovative initiatives and projects which had positive results and impact at the entity and government's levels; as well as they won relevant local, regional, and global awards.				
The employee's efforts and contribution to the entity's activities and events which aim at shaping the future, as well as at understanding the government's directives and initiatives or the international best practices.	The employee has no efforts and / or contributions towards the entity's activities and events which aim at shaping the future, as well as at understanding the government's directives and initiatives or the international best practices.					The employee made limited efforts and contributions towards the entity's activities and events which aim at shaping the future as well as at understanding the government's directives and initiatives or the interniatonal best practices.					The employee made many efforts and contributions towards the entity's activities and events which aim at shaping the future as well as at understanding the government's directives and initiatives or the interniatonal best practices.					The employee made many effective efforts and contributions, using modern and advanced methods, towards the entity's activities and events which aim at shaping the future as well as at understanding the government's directives and initiatives or the interniatonal best practices.				
The employee's contributions to enhance the entity's competitive and leading position as well as the society's quality of life.	The employee did not make any contributions to enhance the entity's competitive and leading position, as well as to the society's quality of life.					The employee made some contributions to enhance the entity's competitive and leading position, as well as to the society's quality of life at a local level.					The employee made many effective contributions to enhance the entity's competitive and leading position, as well as to the society's quality of life. They also contributed to achieving leading results at a regional level.					The employee made many effective contributions to enhance the entity's competitive and leading position, as well as to the society's quality of life. They contributed to achieving leading results at a global level.				
Total Initiative and Entrepreneurship Awareness	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Third Criterion: Initiative and Entrepreneurship Awareness

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DUBAI MEDALS OF EXCELLENCE

Dubai Medal for Assistant Director General / CEO

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%
Contribution to setting the entity's vision, organizational strategy and structure, and a suitable business model to implement the strategy; as well as to providing the necessary resources to apply it.	The employee has limited contributions. They only approve the entity's vision, organizational strategy and structure, and the suitable business model to implement the strategy; as well as they provide some necessary resources to apply it.					The employee contributed to setting the entity's vision, organizational strategy and goals, organizational structure, and a suitable business model to implement the strategy; as well as they provided the necessry resources to apply it in an efficient and effective manner. They contributed to the achievement of the entity's strategic goals at an intermediate level.					The employee has distinguished contributions which had a significant impact on setting the entity's vision,organizational strategy and goals, organizational structure, and a suitable business model to implement the strategy; as well as they provided most of the necessray resources to implement it in an efficient and effective manner. They contributed, to a great extent, to the achievement of the entity's strategic goals.					The employee is a role model in the field of strategic planning and they lead the entity's efforts to set its vision, strategy, strategic goals, organizational structure, and a suitable business model to implement the strategy; as well as they provide all the necessary resources to apply it, using modern and advanced methods. Moreover, they contributed, to a great extent, to the achievement of leading results in relation to the entity's strategic goals.				
Resilience; fostering the concepts of proactivity, rapid response and execution; presence in the field to monitor work and to effectively and efficiently manage developments as well as processes related to change and improvement of tasks and services; in addition to taking decisions which aim at achieving organizational goals.	The employee does not have sufficient evidence to demonstrate resilience, proactivity, rapid response and execution; presence in the field to monitor work and to effectively and efficiently manage developments as well as processes related to change and improvement of tasks and services; and decision-making which aim at achieving organizational goals.					The employee has some evidence to demonstrate resilience, proactivity, rapid response and execution; presence in the field to monitor work and to effectively and efficiently manage developments as well as processes related to change and improvement of tasks and services; and decision-making which aim at achieving organizational goals.					The employee has several evidences to demonstrate resilience, proactivity, rapid response and execution; presence in the field to monitor work and to effectively and efficiently manage developments as well as processes related to change and improvement of tasks and services; and decision-making which aim at achieving organizational goals.					The employee is a role model in demonstrating resilience, proactivity, rapid response and execution; presence in the field to monitor work and to effectively and efficiently manage developments as well as processes related to change and improvement of tasks and services; and decision-making which aim at achieving organizational goals.				
Contribution to activities related to human resource development; to developing human resources' abilities; as well as to preparing a generation of leaders who are accountable, able to serve, and develop their own abilities and skills.	The employee has limited contributions to activities related to human resource development; to developing human resources' abilities; as well as to preparing a generation of leaders who are accountable, able to serve, and develop their own abilities and skills.					The employee has good contributions to activities related to human resource development; to developing human resources' abilities; as well as to preparing a generation of leaders who are accountable, able to serve, and develop their own abilities and skills in some business units.					The employee has very good contributions to activities related to human resource development; to developing human resources' abilities; as well as to preparing a generation of leaders who are accountable, able to serve, and develop their own abilities and skills, in most of the business units, using modern and advanced methods.					The employee has distinguished contributions to activities related to human resource development; to developing human resources' abilities; as well as to preparing a generation of leaders who are accountable, able to serve, and develop their own abilities and skills, in all business units, using innovative methods.				
Implementing mechanisms for delegation of authority; ensuring the involvement of stakeholders in the decision-making process; ensuring clarity of responsibilities and authorities; avoiding conflict of interest or the misuse of authority; and putting the common good before the personal's.	The employee has limited contributions towards implementing mechanisms for delegation of authority; ensuring the involvement of stakeholders in the decision-making process; ensuring clarity of responsiblities and authorities; avoiding conflict of interest or the misuse of authority; and putting the common good before their own.					The employee has good contributions towards implementing mechanisms for delegation of authority; ensuring the involvement of stakeholders in the decision-making process; ensuring clarity of responsiblities and authorities; avoiding conflict of interest or the misuse of authority; and putting the common good before their own in some situations.					The employee has very good contributions towards implementing mechanisms for delegation of authority; ensuring the involvement of stakeholders in the decision-making process; ensuring clarity of responsiblities and authorities; avoiding conflict of interest or the misuse of authority; and putting the common good before their own in most situations.					The employee is a role model in implementing mechanisms for delegation of authority; ensuring the involvement of stakeholders in the decision-making process; ensuring clarity of responsiblities and authorities; avoiding conflict of interest or the misuse of authority; and putting the common good before their own in all situations.				
Total Leadership Skills	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Fourth Criterion: Leadership Skills

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DUBAI MEDALS OF EXCELLENCE

Dubai Medals of Excellence (Excluding Dubai Medal for Assistant Director General / CEO)

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%
Nature of individual performance and achievements of their current (and previous) scope of work, and their impact on the entity and on the achievement of Dubai Plan.	The employee did not provide sufficient achievements related to their current and previous scope of work, and the impact on their business unit is unclear.					The employee's achievements in their current and previous scope of work met expectations as well as attained their business unit and entity's goals; however, they had no clear impact on the realization of Dubai Plan indicators.					Most of the employee's achievements in their current and previous scope of work exceeded epxectations, had an impactful contribution towards realizing Dubai Plan indicators, and their impact exceeded the scope of the employee's business unit (government entity, Dubai government, UAE government).					All the employee's achievements in their current and previous scope of work tangibly exceeded expectations, had a clear impact on realizing the Dubai Plan indicators, and their impact exceeded the scope of the employee's business unit (government entity, Dubai government, UAE government).				
The employee's speed and accuracy in accomplishing their work and achieving their goals through the optimal use of time and resources.	The employee has no clear achievements which indicate speed and accuracy of work, achievement of goals, and 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 the employee's achievements are characterized by speed, accuracy, goal achievement, and optimal use of time and avaiable resources, including technology and artificial intelligence (AI), and are considered exemplary models locally, regionally, and globally.				
Challenges which the employee overcame or dealt with to achieve their goals and accomplishments.	The employee did not provide sufficient evidence in relation to overcoming difficulties and obstacles, as well as they did not use any administrative methods or did not demonstrate resilience to overcome them.					The employee overcame some difficulties and obstacles using administrative methods, and they demonstrated little resilience to turn obstacles and difficulties into accomplishments.					The employee overcame many difficulties and obstacles using administrative methods, and they demonstrated resilience to turn obstacles and difficulties into accomplishments.					The employee overcame major difficulties and obstacles using innovative methods and solutions, and they demonstrated resilience in turning obstacles and difficulties into accomplishments which exceeded the achievement of desired goals.				
Total Performance and Achievement	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

First Criterion: Performance and Achievement

DUBAI MEDALS OF EXCELLENCE

Dubai Medals of Excellence (Excluding Dubai Medal for Assistant Director General / CEO)

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%
Original (non-traditional) and creative ideas as well as 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 presents creative ideas and initiatives within the scope of their work.					The employee presents some ideas and initiatives (ideas, studies, researches, work methods, projects) within the scope of their work.					The employee proactively presents original and creative ideas, leading initiatives, and radical innovations (ideas, studies, researches, work methods, projects) within the scope of their work or outside it based on scientific and practical learning methods.					The employee continuously and proactively presents original and creative ideas, leading initiatives, and radical innovations (ideas, studies, researches, work methods, projects) within the scope of their work or outside it, based on scientific and practical learning methods, whose applicability was approved.				
Applying best practices and mechanisms to develop innovations, analyze and use data, learn, and others.	The employee did not follow best practices to achieve their innovations.					The employee applied some best practices to achieve innovations, with limited use of data and learning.					The employee applied many methods which are considered among international best practices, with the use of an internmediate level of data and learning in the field of achieving innovation.					The employee uses international best practices to achieve their innovation in a systematic manner which rely significantly on data analysis and organizational learning.				
The results and impacts achieved through implementing those leading and creative ideas / initiatives / projects; as well as their success in responding to local, regional, and global challenges and in finding solutions for them.	Most of the creative ideas and initiatives cannot be applied and do not respond to the challenges encountered at the organizational and local levels.					Many creative ideas and initiatives were implemented, yielding positive results in response to the challenges encountered at the organizational and local levels. Moreover, the employee received recognition and appreciation in the relevant fields at local and regional levels.					Most of the employee's creative ideas and initiatives were implemented, yielding positive results in response to the challenges encountered at regional and global levels. Moreover, the employee received recognition and appreciation in relevant fields at regional and global levels.					Most creative ideas and initiatives, as well as some radical innovations, were implemented, yielding positive impact on solving a number of problems and challenges at regional and global levels. Moreover, the employee received recognition and appreciation in the relevant fields at regional and global levels.				
The documentation level of the employee's innovations in scientific / literary researches and publications as well as in papers of specialized conferences; in addition to the number and importance of invention patents and intellectual property rights owned by the employee.	The employee made limited attempts to document their innovations and innovative initiatives, most of them were published in unspecialized or peer-reviewed conferences or seminars.					The employee documented many of their creative ideas and initiatives in scientific / literary researches and publications, and in papers 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 documented most of their innovative ideas and initiatives in scientific / literary researches and publications, as well as in papers for peer-reviewed, specialized conferences and journals in the specialized field of work at a global level. The employee has a number of important intellectual property rights and invention patents for their innovations.					The employee documented most of their innovative ideas and initiatives in scientific / literary researches and publications, as well as in papers for peer-reviewed, specialized conferences and journals in the field of innovation and in the specialized field of work at 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 investments on local, regional, and global levels.				
Total Innovation	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Second Criterion: Innovation (Dubai Medal for Innovative Employee Only)

DUBAI MEDALS OF EXCELLENCE

Dubai Medals of Excellence (Excluding Dubai Medal for Assistant Director General / CEO)

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%
The extent of the employee's keenness to improve educational attainment and the benefit thereof on individual and organizational level.	The employee did not make any efforts to improve their educational attainment.					The employee made some efforts to improve their educatinoal attainment (academic studies); however, in a manner which did not directly contribute to improving the organizational performance level.					The employee made clear efforts to improve their educational attainment (academic studies: bachelor's and master's degrees), and participated in the scientific research field (researches, papers, articles) in a way that contributed to improving the levels of individual and organizational performance.					The employee makes constant efforts to improve educational attainment (higher academic studies: master's and PhD), and participates effectively in the scientific research field (researches, papers, articles). Moreover, he/she has clear plans for self-development in modern sciences, in a way which contributes to improving individual and organizational performance levels as well to achieving leadership.				
The employee's efforts to gain experience and seek self-development in terms of knowledge and skills relevant to their work duties, and the extent of their implementation and impact on the individual and organizational levels.	The employee is rarely keen to gain experience and seek self-development in terms of knoweldge and practical skills relevant to their work duties.					The employee is sometimes keen to gain experience and seek self-development in terms of knowledge and practical skills related to their work duties. They sometimes apply the acquired experiences and skills to develop their individual performance.					The emplolyee is keen, most of the time, to gain experience and seek self-development in terms of knowledge and practical skills related to their work duties. Moreover, they contribute to professional associations and often utilize acquired experiences and skills to develop individual performance which has a good impact on the performance of their business unit.					The emplolyee is always keen to gain experience and seek self-development in terms of knowledge and practical skills related to their work duties. Moreover, they contribute to renowned professional associations and has a clear futuristic plan to develop their skills and knowledge. They always utilize acquired experiences and skills to develop individual performance which has a significant impact on the performance of their business unit and entity as well as on achieving leadership.				
The employee's transfer of learnt knowledge and skills to others, whether within their work entity or outside it.	The employee is rarely keen to transfer learnt knowledge and skills to others.					The employee is sometimes keen to transfer learnt knowledge and skills to others within their work entity.					The employee is keen, most of the time, to transfer learnt knowledge and skills to others within their work entity and outside at a local level (through participation in conferences, training courses, coaching and mentoring, etc.).					The employee is always keen to transfer learnt knowledge and skills to others in their work entity through clear plans as well as modern and effective methods. Moreover, they transfer knowledge outside at local, regional, and global levels (through participation in conferences, training courses, coaching and mentoring, etc.).				
Total Continuous Learning and Evolving Mindset	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 Evolving Mindset

Dubai Medals of Excellence (Excluding Dubai Medal for Assistant Director General / CEO)

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%
The employee's proactive contribution to presenting ideas and suggestions; participating in teams, organizational events, and activities related to knowledge transfer to colleagues.	The employee rarely presents creative ideas and initiatives, and their contributions to teams or organizational events are limited.					The employee presents some ideas and initiatives (ideas, studies, researches, work methods, projects) and has some contributions to teams and organizational events.					The employee is keen to transfer learnt knowledge and skills to others within their work entity.					The employee is always keen to transfer learnt knowledg and skills to others within their work entity, through clear plans as well as modern and effective methods. Moreover, the employee transfers knowledge outside at local, regional, and global levels (through participation in conferences, training courses, coaching and mentoring, etc.).				
The employee's optimal use of innovation enablers in the entity (suggestion scheme, communication tools, technology, and financial / material resources) to come up with leading, innovative initiatives and projects which serve the entity.	The employee did not use the innovation enablers in the entity (suggestion scheme, communication tools, technology, and financial / material resources) and did not implement any leading, innovative inititives and projects which serve the entity.					The employee used some innovation enablers in the entity (suggestion scheme, communication tools, technology, and financial / material resources). Moreover, they implemented some leading, innovative initiatives and projects which had positive results and impacts at the entity's level, as well as they won relevant local awards.					The employee used many innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources). Moreover, they implemented many leading, innovative initiatives and projects which had positive results and impact at the entity and government's levels; as well as they won relevant local and regional awards.					The employee extensively used innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources). Moreover, they implemented many leading, innovative initiatives and projects which had positive results and impact at the entity and government's levels; as well as they won relevant local, regional, and global awards.				
The employee's efforts and contributions to the entity's future-shaping-related activities and events, as well as understanding the government's directives and initiatives or the international best practices.	The employee did not make any efforts or contribute to the entity's future-shaping-related events and activities, as well as to understanding the government's directives and initiatives or the international best practices					The employee made limited efforts and contributions to the entity's future-shaping-related events and activities, as well as to understanding the government's directives and initiatives or the international best practices.					The employee made many efforts and contributions to the entity's future-shaping-related events and activities, as well as to understanding the government's directives and initiatives or the international best practices.					The employee made many effective efforts and contributions, using modern and advanced methods, to the entity's future-shaping-related events and activities, as well as to understanding the government's directives and initiatives or the international best practices.				
Total Initiative and Entrepreneurship Awareness	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Fourth Criterion: Initiative and Entrepreneurship Awareness

DUBAI MEDALS OF EXCELLENCE

Dubai Medals of Excellence (Excluding Dubai Medal for Assistant Director General / CEO)

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%
Acts as a role model in performance and behavior; creates a positive work environment; encourages teamwork; as well as deals with challenges and difficulties, in a flexible manner, and overcomes them.	The employee did not provide sufficient evidence on acting as a role model in performance and behavior; on creating a positive work environment; and on encouraging teamwork. It was not evident that they dealt with challenges and difficulties, in a flexible manner, and overcame them.					The employee provided some examples on acting as a role model in performance and behavior; on creating a positive work environment (e.g. commitment and attendance); and on encouraging teamwork in some initiatives. They also demonstrated some flexibility when dealing with challenges and difficulties as well as when overcoming them.					The employee provided many examples on acting as a role model in performance and behavior; on creating a positive work environment (e.g. commitment and attendance); and on encouraging teamwork in most initiatives. They also demonstrated a high level of flexibility when dealing with challenges and difficulties as well as when overcoming them.					The employee is a role model in performance and behavior in the entity, and they play a significant role in spreading happiness and positivity. They are a model of flexibility when dealing with challenges and difficulties, as well as when overcoming them, which is reflected on the entity's performance and reputation.				
Volunteer work carried out by the employee, either through their work entity or outside their scope of work, which aims at supporting social development and community service.	The employee does not have any contributions to volunteer work within or outside their scope of work.					The employee has some contributions to volunteer work, which aim at supporting social development and serving society, within or outside their scope of work.					The employee has continuous contributions to volunteer work within and outside their scope of work. Moreover, they encourage colleagues to positively contribute to society in order to support social development and community service.					The employee has many continuous contributions to volunteer work, within and outside their scope of work, through clear plans and directions which focus on the impact of those contributions. Also, they encourage colleagues to postively contribute to society.				
Spreading the culture of learning based on experimenting and application of acquired knowledge in new situations, as well as adopting an approach which enables handling the changing requirements of different situations.	The employee is rarely keen to transfer acquired knowledge and skills to others or to apply them in different or new situations.					The emplyee is keen, in some cases, to transfer acquired knowledge and skills to others, or to apply them in different or new situations.					The employee is keen, most of the time, to transfer acquired knowledge and skills to others, as well as to apply them in different situations within their work entity. They also transfer knowledge outside at a local level (through participating in conferences, training courses, coaching and mentoring, etc.).					The employee is keen, most of the time, to transfer acquired knowledge and skills to others, as well as to apply them in different situations within their work entity through clear plans and using modern methods. They also transfer knowledge outside at local, regional, and global levels (through participating in conferences, training courses, coaching and mentoring, etc.).				
Effective communication with all employees of different cultural backgrounds, as well as accepting diversity and promoting the values of tolerance inside and outside the entity.	The employee demonstrates limited skills when communicating with and contacting a team of different cultural backgrounds. They rarely exchange opinions and ideas with the team members, as well as they rarely demonstrate tolerance towards them.					The employee demonstrates an intermediate skill level when communicating with and contacting a team of different cultural backgrounds. They are keen to exchange opinions and ideas wth the team members, as well as demonstrates tolerance towards them.					The employee demonstrates a good skill level when communicating with and contacting the team. They are keen to exchange opinions and ideas, as well as demonstrates tolerance towards colleagues of different cultural backgrounds in the entity when explaining to them the strengths and areas for development in their work.					The employee demonstrates an outstanding skill level when communicating with and contacting the team, and they always develops those skills. Moreover, they are keen to exchange opinions and ideas; constantly demonstrates tolerance towards colleauges and stakeholders, who come from different cultural backgrounds, when explaining to them the strengths and areas for development in their work; and invests in their energy and expertise to achieve the entity's goals.				
Total The Positive and Influential Personality	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Fifth Criterion: The Positive and Influential Personality

DUBAI MEDALS OF EXCELLENCE

Dubai Medals of Excellence (Excluding Dubai Medal for Assistant Director General / CEO)

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 business unit managed by the employee during the tenure of their work.	The achievements of the current and previous business unit managed by the employee did not meet expectations.					The achievements of the current and previous business unit managed by the employee met expectations and achieved the business unit's goals.					Most of the achievements of the current and previous business unit managed by the employee exceeded expectations and had an impact on achieving Dubai Plan indicators. Their impact went beyond the employee's business unit (government entity, Dubai government, UAE government). The employee sometimes reviews their busines unit's performance witih a view to its improvement.					All the achievments of the current and previous business unit managed by the employee tangibly exceeded expectations and had a clear impact on achieving Dubai Plan indicators. Their impact went beyond the employee's business unit (government entity, Dubai government, UAE government, regionally, and globally). The employee reviews their business unit's performance regularly with a view to its improvement.				
6.2 The ability to plan the business unit's future through future-shaping and establishing an integrated plan that combines the goals of the business unit and its employees; as well as the employee's capabilities in terms of managing risk and processes-related to change, modernization, and continuous improvement.	The employee demonstratd limited capabilities in terms of future planning for their business unit. They neither apply any methods to determine and manage risks, nor manage the change process in their business unit.					The employee demonstrated moderate capabilities in terms of future planning for their business unit on the short- and mediul-terms. Also, the employee demonstrated moderate capabilities regarding the establishment of a plan that combines the goals of the business unit and its employees, links to the entity's goals, and measures the impact of planning on individual performance. The employee irregularly applies methods to determine and manage risks, as well as sometimes they participate personally in the change management process.					The employee demonstrated good capabilities in terms of future planning for their business unit on the short-, medium-, and long-terms, through the usage of future-shaping tools (e.g. prepration of future scenarios, usage of big data) to put in place an integrated plan which combines the goals of the business unit and its employees, links to the entity's goals and the government's vision, and measures the impact of planning on individual and organizational 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 business continuity and the achievement of desired goals.					The employee demonstrated outstanding capabilities in terms of future planning for their business unit on the short-, medium-, and long-terms, through the usage of future-shaping tools (e.g. prepration of future scenarios, usage of big data) to put in place an integrated plan which combines the goals of the business unit and its employees, links to the entity's goals and the government's vision, and measures the impact of planning on individual, organizational, and leadership performance in ways that represent best practices, with the employee's participation based on reliable sources. The employee applies innovative, diverse methods to determine and manage risks, participates personally in the change management process, and constantly works on modernization and development to ensure business continuity and the achievement of desired goals to achieve leadership for the government entity; as well as reviews the achieved results in this field and ensures their continuous improvement.				
Total Leadership Skills	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Sixth Criterion: Leadership Skills (Medal for Supervisory Employee Only)

DUBAI MEDALS OF EXCELLENCE

Dubai Medals of Excellence (Excluding Dubai Medal for Assistant Director General / CEO)

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%
6.3 The employee's ability to manage the business unit in a way that ensures optimal use of time and resources and maximizes their benefits; and their ability to apply reliable methods to measure their team / business unit's performance, to monitor the extent of goal achievement, and to make appropriate decisions.	The employee applies a limited number of planning and organizing methods to ensure optimal investment of organizational resources. The employee also applies a limited number of methods to measure their subordinates and business unit's performance, and does not monitor goal achievement.					The employee applies a number of planning and organizing methods to ensure optimal investment of organizational resources; and applies some methods to measure the performance of their subordinates and business unit. Moreover, they monitor the acheivement of some goals as well as take appropriate decisions and measures in relation to them in order to ensure the government entity's continued leadership, albeit in an irregular manner.					The employee applies diverse planning and organizing methods to ensure optimal investment of organizational resources and maximal benefit in achieveing organizational goals. The employee applies various methods to measure the performance of their subordinates and business unit. Moreover, they monitor the achievement of most goals as well as takes appropriate decisions and measures in relation to them in order to ensure the government entity's continued leadership.					The employee applies innovative, adiverse planning and organizing methods, which represent best practices in the field, and uses them continuously to ensure optimal investment of organizational resources and maximal benefit in achieveing organizational goals. The results achieved in the field are reviewed and constantly improved. The employee also applies innovative, diverse methods to measure the performance of their subordinates, teams, and business unit. Moreover, they regularly monitor goal achievement, identify learnt lessons, as well as take appropriate decisions and measures in relation to them in order to ensure the government entity's continued leadership. In addition, the employee reviews the results achieved in the field and improves them constantly.				
6.4 The employee's keenness to build and empower the human resources working under their supervision, encouraging them to work and take initiative; to build team spirit among them; and to provide a suitable environment for creativity and innovation.	The employee applies a limited number of methods to build and empower the human reources working under their supervision. Moreover, they make limited efforts to build a culture that fosters teamwork in order to achieve desired goals.					The employee applies some methods to build and empower the human resources working under their supervision, delegates some authorities to potential leaders, and applies some methods to build a culture that fosters teamwork in order to achieve desired goals.					The employee applies diverse methods to build and empower the human resources working under their supervision, delegates authorities to potential leaders, applies diverse methods to build a culture that fosters teamwork, and provides a suitable environment for creativity and innovation in order to achieve the desired goals.					The employee applies innovative, diverse methods to build and empower the human resources working under their supervision, which represent best practices in the field; delegates authorities to potential leaders; applies innovative, diverse methods to build a consistent culture which forsters teamwork; and provides a suitable environment for creativity and innovation in order to achieve desired goals. The employee also reviews achieved results in this field and constantly improves them.				
Total Leadership Skills	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

Sixth Criterion: Leadership Skills (Cont.)

DUBAI MEDALS OF EXCELLENCE

Criteria Score Distribution Table for the Dubai Medals of Excellence Categories

	The Criteria	Dubai Medal for Field Employee	Dubai Medal for Young Employee	Dubai Medal for Innovative Employee	Dubai Medal for Administrative Employee	Dubai Medal for Customer Happiness Employee	Dubai Medal for Specialized Employee	Dubai Medal for Supervisory Employee	Dubai Medal for Assistant Director General / CEO
First Criterion	Performance and Achievement	30	15	10	40	40	40	25	30
Second Criterion	Innovation	-	-	50	-	-	-	-	-
Third Criterion	Continuous Learning and Evolving Mindset	20	40	15	20	20	20	10	-
Forth Criterion	Initiative and Entrepreneurial Awareness	20	30	15	20	30	30	20	20
Fifth Criterion	Positive and Influential Personality	30	15	10	20	10	10	20	20
Sixth Criterion	Leadership Skills	-	-	-	-	-	-	25	30

UPDATES TO DUBAI MEDALS OF EXCELLENCE

Updates Related to the Assessment Mechanism

ASSESSMENT MECHANISM

Each candidate will undergo one assessment session at his workplace.

The session consists of three stages:

The First Stage

1. **A presentation according to the criteria of the category**
(20 - 30 minutes)

The Second Stage

2. **Questions and answers**
(20 – 30 minutes)

The Third Stage

3. **A tour in the candidate's workplace, if required**
(15 - 30 minutes)

Note:

1. The total duration of the first and second stages is a maximum of forty-five (45) minutes.

DUBAI MEDALS OF EXCELLENCE

Special Recognition of the Unknown Soldiers

❑ This category is dedicated to recognizing a number of junior employees (provided that they are employees of grade 8 or below) who demonstrated the ability to face personal and professional difficulties and 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 recognizing national employees who work in certain jobs to encourage others to seek such jobs.

This category includes the following job titles: (driver, receptionist/front-desk officer, cleaner, and other jobs). Those honorees are selected through an unofficial contest.

GENERAL RULES: ORGANIZATIONAL AWARD PARTICIPATION AND ASSESSMENT

❑ The entities participating at the Elite level will be recognized and honored for the organizational level they achieved; accordingly, they may not compete the entities at the excellence level for the Government Excellence Model awards.

❑ Participation is mandatory for all entities participating at all levels of the "Best People-of-Determination-Friendly Entity" category, the "Best Entity in Emiratization" category, the "Most Future Ready Entity" category with any participating entity eligible to win, regardless of their level. As for participating in the "Best Joint Initiative" category, it is optional for all entities at all levels, with any participating entity eligible to win, regardless of their level too.

❑ The assessment criteria and mechanism were designed so that the assessment process does not require any additional preparations or work, nor the assistance of any external consultants.

❑ Participating government entities must disclose any professional or personal relationship 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 or 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 deducting 50 points out of the entity's total points in the following assessment cycle.

❑ The assessment detailed results will be announced through an online system, enabling each entity to view its total and detailed scores, and the weight distributions in each sub-criterion. The system also enables each entity to know its ranking and to compare its performance to that of the other participating government entities for development and improvement purposes.

GENERAL RULES: DUBAI MEDALS OF EXCELLENCE PARTICIPATION AND ASSESSMENT

❑ All Dubai Medals of Excellence categories are optional, except for the "Medal for Assistant Director General/CEO", "Medal for Customer Happiness Employee", and "Medal for Young Employee", as they are mandatory.

❑ Candidates for the "Assistant Director General / CEO", "Administrative Employee", "Supervisory Employee", and "Young Employee" medals must be Emiratis.

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

❑ Any employee who was nominated during the previous assessment cycle may not be nominated in the subsequent assessment cycle.

❑ In order for a government employee to be eligible for nomination for any Dubai Medals of Excellence categories they must be employed at grade 15 or equivalent, or lower, regardless of the job title.

❑ Employees who are at grade 16 may be nominated for the "Supervisory Employee", "Administrative Employee", "Specialized Employee", and "Innovative Employee" categories without promotion in case they win.

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

GENERAL RULES: DUBAI MEDALS OF EXCELLENCE PARTICIPATION AND ASSESSMENT

❑ Employees nominated for Dubai Medals of Excellence categories must have received the grade "Good" at least, in the last two years before the nomination.

❑ The "Young Employee" category includes all recently recruited employees (recent graduates) at the government entities, according to the following conditions:

▪ The candidates must have completed a period of no less than six (6) months and no more than thirty-six (36) months of work at the concerned government entity.

▪ The candidate's total period of service at the government entity, along with other authorities, departments and establishments, should not exceed three years (without considering the national and reserve military service duration which falls during the said period).

▪ The period since the candidate graduated from a university or an academic institution (first university degree) should not exceed five years. In case candidates resumed their higher education immediately without working in any job, a period of five years will be considered from the date of obtaining their higher education degree, provided that they are not older than 35 years.

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

❑ Candidates nominated for any category must have held their position for no less than two years.

❑ Department managers, section heads, and others in the same grade are not allowed to participate in any category other than the "Supervisory Employee" category, the "Innovative Employee" category, and the "Young Employee" category.

SUBMISSION INSTRUCTIONS

❑ All submission templates (brief profiles) should be submitted online, in Arabic and English, by the authorized coordinators in each government entity through the electronic assessment management system at the following link: https://assessment.dgep.gov.ae/Home/Login.

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

❑ Through the electronic assessment management system, government entities can prepare, upload and submit 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 notifications related to DGEP, as well as benefiting from the reports related to the entity's participation in the current or previous assessment cycles.

❑ Government entities participating at the Basic level must complete the descriptions of Capabilities and Key Performance Indicators associated with each criterion of the Government Excellence System (GEM) in the electronic assessment system, as per the submission instructions listed in this manual.

❑ Government entities participating at the Excellence and Elite levels must complete the descriptions of Key Performance Indicators associated with each criterion of the Government Excellence System (GEM) (Except for the Emiratization sub-criterion which must be completed for the descriptions of capabilities and results) in the electronic assessment system, as per the submission instructions listed in this manual.

❑ Government entities participating at the Elite level are not required to submit any description of capabilities or results for the Elite Model's pillars. These pillars shall be assessed directly by the SME assessors without the need of any submission.

❑ It is obligatory to comply with the submission templates available in the electronic assessment system.

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	Day / Month / Year
	Number of Employees	Number	Figures 10,000
	Entity Logo	Attachment	Image: JPG, etc. (5M)
	Establishment Decree in Arabic	Attachment	PDF (5M)
Overview	Vision in Arabic	Words	Unlimited
	Vision in English	Words	Unlimited
	Mission in Arabic	Words	Unlimited
	Mission in English	Words	Unlimited
	Strategic Plan in Arabic	Attachment	PDF (5M)
	Strategic Plan in English	Attachment	PDF (5M)
	Organizational Structure in Arabic	Attachment	PDF (5M)
	Organizational Structure in English	Attachment	PDF (5M)
Tasks	The Entity's Main Functions in Arabic (Each Function Separately)	Words	Unlimited
	The Entity's Main Functions in English (Each Function Separately)	Words	Unlimited
Strategic Goals	Strategic Goals in Arabic (Each Goal Separately)	Words	Unlimited
	Strategic Goals in English (Each Goal Separately)	Words	Unlimited

SUBMISSION INSTRUCTIONS

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

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 Headquarters / 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 Maps Location)	Words	Unlimited
	Physical Address of Service Center / Premises (Area, Street, Building, Floor, Room) in Arabic	Words	Unlimited
	Physical Address of Service Center / Premises (Area, Street, Building, Floor, Room) in English	Words	Unlimited
	Makani Number of Service Center / Premises	Numbers	Unlimited
Websites and Applications	Website Name	Words	Unlimited
	Website Link	Words	Unlimited
	Website Type (Entity's Website, Twitter, Facebook, LinkedIn)	Words	Unlimited
	Smart Application Name in Arabic	Words	Unlimited
	Smart Application Name in English	Words	Unlimited
	Smart Application Link	Words	Unlimited

SUBMISSION INSTRUCTIONS

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

❑ **Basic Level**: Capabilities and results for all the Government Excellence Model criteria.

❑ **Excellence Level:** Results for all the Government Excellence Model criteria, along with the capabilities and results for the Emiratization sub-criterion.

❑ **Elite Level:** Results for all the Government Excellence Model criteria, along with the capabilities and results for the Emiratization sub-criterion . The Elite Pillars shall be assessed over capabilities and results but without the need for any related submission.

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
GEM 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 in the e-system.

SUBMISSION INSTRUCTIONS

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

Submission Sections (On the e-system)		Required Information	Format	Remarks
GEM Indicators	Indicator Value	First Year of Measurement	Select*	Year Selection
		Year (Measurement Year)	Select*	Year Selection
		Quarterly	Select*	Select 1st, 2nd, 3rd, or 4th Quarter
		Bi-annually	Select*	Select 1st or 2nd Half
		Achieved	Number	
		Targeted	Number	
	Elite	Elite Criteria	Select	
		Full Name of Each Criterion Coordinator in Arabic	Words	
		Full Name of Each Criterion Coordinator in English	Words	
		Elite Criterion Coordinator's Mobile Phone Number	Number	14 Digit Number
		Elite Criterion Coordinator's E-mail Address	Words	

* Select from the list provided in the Remarks column in the e-system.

SUBMISSION INSTRUCTIONS

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

Submission Sections (On the e-system)	Required Information	Format	Remarks
Contact Details of the Government Excellence Model	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 Mobile Phone Number	Number	14 Digit Number
	Main Coordinator's E-mail Address	Words	

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 Mobile Phone Number	Number	14 Digit Number
Coordinator's E-mail Address	Words	Unlimited
Team Leader's Full Name	Words	Unlimited
Team Leader's Job Title	Words	Unlimited
Team Leader's Mobile Phone Number	Number	14 Digit Number
Team Members' Names	Words	Unlimited
Team Members' Job Titles (Each Member)	Words	Unlimited
Team Members' Mobile Phone Numbers (Each Member)	Number	14 Digit Number
Team Members' E-mail Addresses (Each Member)	Words	Unlimited
Brief Description of Key Practices and Achievements (500 Words Max.)	Words	500 Words
Site Visit Location	Words	Unlimited
Is security approval required for the site visit?	Select "Yes" or "No"	
If the site requires security approval, attach a security clearance form	Attachment	PDF (5M)
Location of Proposed Center for Facility Assessment (The program may modify the site)	Attachment	Unlimited

SUBMISSION INSTRUCTIONS

Submission required for the Best Joint Initiative category (in Arabic):

Required Information	Format	Remarks
Name of the Main Entity Nominated for the Initiative	Words	Unlimited
Main Entity Coordinator's Full Name	Words	Unlimited
Coordinator's Job Title	Words	Unlimited
Coordinator's Mobile Phone Number	Number	14 Digit Number
Coordinator's E-mail Address	Words	Unlimited
Main Entity Team Leader's Full Name	Words	Unlimited
Main Entity Team Leader's Job Title	Words	Unlimited
Main Entity Team Leader's E-mail Address	Words	Unlimited
Team Leader's Mobile Phone Number	Number	14 Digit Number
Team Members' Names (Representatives of the Entities Participating in the Initiative)	Words	Unlimited
Each Team Member's Job Title	Words	Unlimited
Each Team Member's Mobile Phone Number	Number	14 Digit Number
Each Team Member's E-mail Address	Words	Unlimited
Brief description of the key characteristics which characterize the initiative, the best practices implemented, and the outcomes and achievements resulting from its implementation (350 Words max.)	Words	300 Words
Site Visit Location	Words	Unlimited
Is security approval required for the site visit?	Select "Yes" or "No"	
If the site requires security approval, attach a security clearance form	Attachment	
Location of Proposed Center for Initiative Assessment	Attachment	Unlimited

SUBMISSION INSTRUCTIONS

Submission information required for the categories of Dubai Excellence Medals:

Submission Sections (On the e-system)	Required Information	Format	Remarks
Personal Information	Candidate's Full Name – Four Syllabus (In Arabic)	Words	Unlimited
	Candidate's Full Name – Four Syllabus (In English)	Words	Unlimited
	Work E-mail Address	Words	Unlimited
	Personal E-mail Address	Words	Unlimited
	Emirate ID Number	Number	15 Digit Number
	Date of Joining the Government Entity	Date	Day/Month/Year
	Candidate's Personal Photo	Attachment	Image: JPG, etc. (5M)
	Job Title (In Arabic)	Words	Unlimited
	Job Title (In English)	Words	Unlimited
	Department's Name (In Arabic)	Words	Unlimited
	Department's Name (In English)	Words	Unlimited
	Mobile Telephone Number	Numbers	14 Digit Number
	Office Telephone Number	Numbers	13 Digit Number
	Passport Number	Number and Letters	Unlimited
	Passport Copy	Attachment	Image: JPD, etc. (5M) or PDF

SUBMISSION INSTRUCTIONS

Submission information required for the Categories of Dubai Excellence Medals (Cont.):

Submission Sections (On the e-system)	Required Information	Format	Remarks
Submission	Summary of Key Achievements (200 Words max.)	Words	200 Words
	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	Day / Month / Year
	Nationality	Words	Unlimited
	Coordinator's Full Name	Words	Unlimited
	Coordinator's Job Title	Words	Unlimited
	Coordinator's Mobile Phone Number	Number	14 Digit Number
	Coordinator's E-mail Address	Words	Unlimited
	Site Visit Location	Words	Unlimited
	Is security approval required for site visits?	Select "Yes" or "No"	
	If the site requires security approval, attach a security clearance form	Attachment	PDF (5M)
	Annual assessment results for the previous two years	Number	

DEFINITIONS AND TERMINOLOGY

Innovation	Improving, developing, or introducing unprecedented solutions to services, products, policies, systems, and work models that provide added value to the relevant stakeholders of the government entity and enables it to achieve organizational entrepreneurship and leadership.
Radical (Disruptive) Innovation	Introducing and fundamentally developing unprecedented processes, systems, work models, services, policies, and (products) within the government entity that create a significant impact and a qualitative leap in the field of work or in the government sector as a whole; thus, completely changing the original concept of performing the work or delivering the service, or entirely creating new fields and value-added areas for customers and other stakeholders, or in performing the government entity's functions
Partial Innovation (Incremental)	Improving, developing, or introducing unprecedented solutions to services, products, policies, systems, and work models through gradual or partial (targeted) continuous development activities that have limited positive impact and added value for customers and the other stakeholders in a specific field of work.
Data Management	Organizing and following-up on the activities and processes related to understanding, identifying, collecting and classifying data from internal or external sources; ensuring its validity, reliability and confidentiality; analyzing it in appropriate ways; making the best use of it; and providing it in a timely manner to be used in enabling decision-making processes, continuous learning and innovation at all levels in the government entity.
Change Management	The process of organizing, implementing and monitoring major changes in the government entity's systems, practices, and policies in order to facilitate their execution, create buy-in, and achieve the objectives of those changes.
Good Transformational Leadership	The leading government entity is characterized by positive, inspiring and motivating leadership that embraces innovation, development, and modernization; shapes the future and fosters organizational readiness for all possible scenarios; as well as adopts successful business models in order to achieve ambitious goals and desired results, and to enhance its competitiveness-related capabilities and its global ranking.

DEFINITIONS AND TERMINOLOGY

Processes Management	The approach adopted in the design, implementation and control of the processes associated with accomplishing the government entity's functions, activities and services.
Knowledge Management	Organizing and following up on the generation, enhancement and exchange of data and information and their optimal internal and external utilization in order to create added value for the government entity at all levels. Knowledge management includes identifying the knowledge available in the government entity of all types and sources; facilitating access to it and making it available to stakeholders in a timely manner; creating organizational knowledge, developing knowledge exchange capabilities; and establishing a culture of continuous learning to improve organizational performance in particular and government performance in general.
Resources Management	The approach adopted in planning, organizing, monitoring, directing and securing all available resources (financial, human, property, technology and information) in order to fulfill the government entity's goals and achieve its objectives.
Productivity	The rate / percentage achieved by one business unit or production element during a specific period of time.
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 or proposal.
Rational Spending	Setting spending priorities to meet the needs and interests of stakeholders and eliminate expenditures in areas that do not add value to them.
Performance	The set of achievements and final results accomplished by individuals, work groups, business units or government entities.

DEFINITIONS AND TERMINOLOGY

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 in order to achieve a specific objective.
Data	Primary material of numbers, letters, symbols, or facts describing a subject, an idea, or a situation.
Big Data	Data available on the Internet or from any of the various available digital sources or platforms. This data is mainly characterized by its large volume, speed of generation, volatility, and variable structure and level of reliability. The leading government entities find appropriate ways to study, analyze, and link this data in order to achieve many benefits, such as identifying the behaviors, needs and preferences of customers as well as improving their experience by designing services that add value to them, improving current services, developing policies, or improving future-shaping-related operations or activities.
Open Data	The (non-confidential) data that is provided by the government entity, according to the laws and regulations in force, for the public or the rest of the stakeholders in order to promote transparency and government social responsibility as well as to achieve many development goals, such as joint innovation and improvement of services and processes.
Analysis	Examination of facts and data collected within the government entity in order to take good 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 its vision, mission, strategies, and specific objectives, while defining ways of achieving them based on the current situation.

DEFINITIONS AND TERMINOLOGY

Development	Create the required solutions to respond to new requirements or introducing fundamental improvements to the current situation.
Continuous Development	A management approach to attain leadership by constantly introducing partial or small modifications to processes, work systems, and performance measures in order to achieve the best possible performance.
Employment Grievance	Complaints or feedback submitted by an employee, either because of measures taken against them or because of perceived unfairness or injustice toward them due to the failure to abide by applicable laws and regulations or practices.
Organizational Learning	Gaining information, obtaining knowledge, and applying practices associated with the said information and knowledge which lead to a better organizational change or improvement. This includes conducting researches and studies, benchmarking with international best practices, conducting internal and external reviews and assessments, as well as examining best experiences and developments in the work field.
Technologies	Practical applications resulting from research in different fields, including methods, tools, mechanisms, devices, and advanced equipment that help the government entity in accomplishing its functions effectively and efficiently.
Empowerment	Giving employees the authority and responsibilities to make decisions about their work duties and to acquire the skills and knowledge necessary to perform a good job.

DEFINITIONS AND TERMINOLOGY

Digital Enablement	Adoption and optimal utilization of technology and appropriate digital infrastructure in order to enhance the customers' experience, add value to them, increase the efficiency, effectiveness, flexibility of operations and services, as well as the speed of their implementation in all areas of government operation. This includes developing human capital capabilities and upskilling them (or customers and the rest of the stakeholders when necessary) for the proper use of this digital technology.
Excellence	Achieving leadership and outstanding position in the performance, organizational results and the efficient and effective service delivery satisfying the needs and expectations of the government entity's customers and other stakeholders through approaches and work systems that ensure continuous improvement in all aspects of performance.
Future Readiness	Anticipating the nature and importance of future developments and trends (social, economic, technological, and others), analyzing the impact of those developments in areas related to the entity's work, as well as establishing 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.
Government Entity	An autonomous legal entity that has certain exclusive specializations or activities of a service or supervisory nature, such as a department, authority, foundation, directorate, council or office, and is affiliated to Dubai government.
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 the efficiency of internal operations and ensures the continuous provision of services that do not require customers to visit service centers.

DEFINITIONS AND TERMINOLOGY

Governance	A system that supports fairness, transparency, and accountability; reinforces trust and credibility in the work environment; specifies responsibilities, authorities, and relationships with all stakeholders in the government entity; and explains the rules and procedures necessary to make good decisions which are in the best interest of the government entity and to achieve its objectives through a number of policies, laws, and work systems, as well as through the design of suitable organizational structures and frameworks.
Integrated Government Services	Designing and providing government services from the customer's perspective in a way that achieves integration and interdependence between the service channels and the entities that provide them (in case of joint services), in order to enhance the customers' life experiences and provide them with flexibility to receive the service based on their preferences.
Operation (Work) Plans	Determining specific tasks and activities to accomplish long-term and short-term strategic goals. Operation plans include details regarding required resources and timeframes to execute projects and initiatives as well as to develop policies and conduct the other functions of the government entity.
Employees' Turnover	The rate of employees leaving the government entity and are replaced by new employees. It can be 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 the government entity, whose work and efforts can be utilized in the operation and service projects or processes. This includes all people hired according to the civil service system, the contract system or the daily wage system, whether full-time, part-time or temporary work contracts, and who hold positions on the entity's organizational structure.

DEFINITIONS AND TERMINOLOGY

Government Entity's Mission	A statement specifying the main goal for which the government entity was established for and how it will satisfy its stakeholders expectations. The mission outlines the overall government entity's functions and it is preferable to be concise, clear, and easy to memorize.
Media Messages	It is an official communication-related document/content which aims to provide official spokespersons with the required and approved facts and figures that enable them to speak to media channels on a specific topic, in a way that reflects the unified voice and position of all government entities in front of the public.
Organizational Agility	Sensing and anticipating internal and external changes by the government entity and making appropriate decisions to proactively address, endure, or swiftly and efficiently adapt to these changes through flexible internal models and systems. This achieves organizational resilience, business continuity and development, as well as the stainability of its excellent results and outcomes following the occurrence of changes or risks.
Government Entity Vision	A statement that outlines the future aspirations of the government entity, serving as a source of motivation and inspiration for all its employees, by depicting the desired future state and what the entity strives to achieve
Organizational Leadership	Achieving globally outstanding levels of organizational performance and service delivery by implementing and sustaining an organizational excellence, learning, and development framework within an environment and culture deeply rooted in radical innovation and forward-thinking vision.
Ease of Access	The ease of reaching the government entity's location, accessing relevant information, and the entity's concerned employees and officials.

DEFINITIONS AND TERMINOLOGY

Policies	Policies represent the main rules and general directives of the government entity. They determine the general path that guides officials during decision-making processes related to the government entity's various areas of work.
Internal Partnerships	These include the development of a network of internal relationships between the different sections in the government entity to ensure flexibility, rapid response, the exchange of information and expertise, and continuous 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.
Partnership	A relationship between two parties that join forces to achieve a strategic goal or a Dubai Plan indicator, to provide a service, or to implement a program / project by utilizing and integrating the partners' diverse capabilities and skills.
Transparency	Offering stakeholders a suitable chance to be aware and understand pertinent information and decisions made by the government entity, including the rationale behind taking these decisions, the parties accountable for their implementation, and the intended results of such decisions.
Complaints	Any communication from a customer (written and oral) that expresses their dissatisfaction or unhappiness with a received product or service, its quality, the way it was provided, or any other related aspect.
Behavioral Science	Utilizing knowledge and research in the fields of psychology, sociology, and economics to understand and positively influence individual and collective behaviors of customers and other stakeholders. This includes applying behavioral science principles in designing strategies, policies, initiatives, and actions aimed at enhancing customers' experiences, decision-making mechanisms, employee engagement, policy impact, and overall efficiency and effectiveness of the government entity.
Processes	A series of procedures and steps for which various resources (physical, human or information) are assigned to ensure the provision of a particular service, product or work fulfillment.

DEFINITIONS AND TERMINOLOGY

Main Processes	The processes through which the most important and impactful tasks, activities, and services are accomplished, significantly contributing to the results, outcomes and main functions of the government entity.
Effectiveness	The compatibility between outcomes and specific organizational targeted objectives that are aligned with the government entity's mission and vision.
Capabilities	All methods and means used by the entity to achieve its strategic goals, including processes, services, policies, programs, and projects.
Values	The behaviors and actions of government entity's employees, as well as the prevailing customs and beliefs among them, upon which work relationships are built. These aspects reflect and enhance a specific organizational culture.
Value	The benefit that the customer (the beneficiary) gains from the service or process, which can be compared to the effort exerted and/or fees paid or resources allocated to obtain or benefit from this service or process.
Efficiency	Achieving outputs through the optimal utilization of inputs from resources (human, physical, informational, financial).
Customers	Everyone who contacts or deals directly with the government entity to receive a service or a product or a piece of information.
Quality Level	The extent to which customer demands and expectations are met in services and products that affect their satisfaction, and its compliance with service and product's specifications.

DEFINITIONS AND TERMINOLOGY

Criteria of Variable Weights	The Government Excellence Model criteria whose importance (weight) is determined based on the nature of the government entity's work, the importance of the work it performs in the field of the criterion, and the extent of its contribution to achieving its main functions, whether these functions are service-related, legislative or regulatory. Currently, the criteria of variable weights in the model are Dubai Plan, Strategic Intent and Global Competitiveness Ranking, Processes Management, Management of Projects / Initiatives / Policies, and Integrated Government Services.
Knowledge	Recognizing and understanding information in a way that enables the achievement of a goal or the execution of a task or a specific procedure.
Information	Data which was organized, processed, and analyzed to achieve a certain goal or a specific use, or which was explained in a certain structural frame to execute a task or a specific procedure.
Stakeholders	Those benefiting from the government entity's services, being impacted by its operation and outcomes, or engaging in transactions to either receive or offer services/products. These stakeholders may include customers, employees, suppliers, partners, the community, board members, regulators, center of government, other governmental entities, private sector, and business community.
Benchmarking	Conducting comparisons with excellent organizations in specific areas to identify the best practices at the local, regional, or international levels within the same scope of work or beyond, with the aim of fostering learning and development.

DEFINITIONS AND TERMINOLOGY

Performance Measures	Quantitative or qualitative information that describe the outputs and processes-related performance in the government entity.
Global Ranking	Achieving advanced ranks in global competitiveness indices approved at the UAE or Dubai government's levels and related to the government entity's work.
Government Entity Assets	All tangible and non-tangible assets owned by the government entity that can include land, real estate, technology, devices, equipment, machines, public facilities, inventory, and all other kinds of assets such as intellectual property rights.
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 performance measures and available information in planning, monitoring and analysis, followed by development at the level of the government entity, its business units, and its processes.
Business Units	Departments, sections or units within the government entity's organizational structure.
Jobs of the Future	Predicting the job skills and qualifications required in the future based on expected future trends and scenarios. The leading government entities develop the capabilities and qualifications of their human capital as well as upskill them to prepare them to carry out their future tasks.

ASSESSMENT CYCLE MANUAL
2024

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