

Dubai Government Excellence Program
The Executive Council
Government of Dubai



برنامج دبي للأداء الحكومي المتميز
المجلس التنفيذي
حكومة دبي

ACHIEVING PERFORMANCE EXCELLENCE THROUGH BENCHMARKING AND ORGANISATIONAL LEARNING

11 case studies from the
2nd cycle of Dubai We Learn's
Excellence Makers Program



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This book is a joint publication by the Dubai Government Excellence Program (DGEP), United Arab Emirates, and its partner the Centre for Organisational Excellence Research (COER) Limited, New Zealand. This book aims to promote organisational learning and to share the best practices that resulted from 11 benchmarking projects. These projects were undertaken by Dubai Government entities as part of the Dubai We Learn Initiative from 2017 to 2018. The DGEP is a programme of the General Secretariat of the Executive Council of Dubai that reports to the Prime Minister of the United Arab Emirates. The DGEP works to raise the excellence of public sector organisations in Dubai.

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FOREWORD

This book presents a summary of the 2nd cycle of Dubai We Learn's Excellence Makers Program.

In 2015 the Dubai Government Excellence Programme (DGEP) launched the 'Dubai We Learn' initiative to foster an organisational learning culture within government. This initiative would act as a springboard for government entities to learn new skills and acquire new tools and techniques that would support innovation and a citizen-focussed approach to delivering government services. The Centre for Organisational Excellence Research, New Zealand was DGEP's strategic and technical partner for delivering the initiative. The expertise of the Centre and the range of tools developed such as the TRADE Benchmarking Methodology and the Best Practice Resource (www.dgep.bpir.com) would be central to supporting this initiative.

This book presents a summary of the 2nd cycle of Dubai We Learn's Excellence Makers Program. This is the 2nd book published on this program, the first book summarised the 1st cycle. The Excellence Makers Program runs on a one-year cycle offering the chance for project teams to be guided on how to find and implement best practices in areas of strategic priority. For 2017 to 2018, 11 government entities participated with teams addressing a variety of challenges ranging from the organisationally simple to the technically complex. During the project year, the project teams had opportunities to visit and learn from leading international organisations in locations as diverse as Singapore, USA, UK, Germany and the UAE. They also had opportunities to share their progress with other teams and at international conferences.

The success of the projects and the new abilities of the teams have provided a solid foundation for continuous improvement across the whole of Dubai government. In conclusion, the government entities that participated in the project have shown the commitment and ability to be anchors for the future development of public services in Dubai.

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THE DUBAI WE LEARN INITIATIVE

Introduction

The 'Dubai We Learn' initiative was launched in October 2015 as part of the Dubai Government Excellence program (DGEP) knowledge sharing initiatives. The DGEP is a programme of the General Secretariat of the Executive Council of Dubai. The 'Dubai We Learn' initiative was launched in co-operation with the Centre of Organisational Excellence Research (COER) and the initiative's sponsor was Dr Ahmad Nuseirat, General Coordinator, DGEP.

From DGEP's perspective benchmarking is considered a powerful tool for organizational learning and knowledge sharing, hence the initiative was launched with the following objectives in mind:

- Promote a culture of organizational learning and the transfer and exchange of knowledge in the government sector in Dubai
- Improve government performance and the application of best practices to promote creativity and innovation and improve the satisfaction and happiness of all the stake holders.
- Develop Human Resources through training and capacity building, according to the latest global methods and tools in the field of organizational learning and knowledge sharing
- Enhance Dubai's image as an international hub in the area of government administration, excellence, creativity and organizational learning and knowledge sharing.

The initiative was planned for a minimum of three years and consists of three parts (refer to Figure 1.1); an Excellence Makers Program consisting of support for benchmarking projects (available to 10 to 13 government projects) over a one year period, training in organisational learning and benchmarking (available to all 37 government entities), and the provision of a best practice resource, www.BPIR.com (available to all 37 government entities). The first one-year cycle of support for government benchmarking projects was from October 2015 to October 2016 and the second cycle commenced in April 2017 and finished in April 2018. A total of 11 projects participated in the second cycle of projects.



Figure 1.1: Dubai We Learn consists of 3 services designed for knowledge sharing and innovation

The importance of benchmarking for government

In recent years there has been increasing pressure on governments around the world to change the way they serve society.

Before discussing the Excellence Makers Program (which is the focus of the book) it is important to reflect on why benchmarking and organizational learning has become so important to Dubai and governments in general. In recent years there has been increasing pressure on governments around the world to change the way they serve society. In particular to:

a. become citizen focused and accountable to citizens. Citizens now see themselves as consumers of public services and expect governments to provide services that are tailored to the people who are using them. Services need to be user-centric rather than government-centric.

b. use new technologies that make the delivery of government services easier and more convenient for citizens. The convergence of five powerful forces: social, mobile, cloud, artificial intelligence and big data, is driving innovation in the government sector. In particular, new technology is assisting with the development of more intelligent, interactive solutions that focus on individual needs.

c. be smart. Smart government integrates information, communication and operational technologies to planning, management and operations across multiple domains, process areas and jurisdictions to generate sustainable public value. Smart government reduces unnecessary regulations, bureaucracy and duplication of roles and services.

d. be connected and be seen as one service provider. Joined up government aims to make better use of resources to produce a more integrated or 'seamless' set of services so that they are perceived to be provided from one service provider. Thus a 'one-stop-shop' may enable a resident to pay local taxes, get information about improvement grants, access local public health services and advice from a Citizen's Advice Bureau, all at the same premises, website or via a mobile phone.

e. work with the private sector. Governments have turned to public and private partnerships and outsourcing as a way of accessing external expertise and delivering services more cost-effectively.

In addition, to citizen-driven demands, governments are having to cope with environmental and climate issues, increasing energy costs, changing demographics and the liberalization of trade. These changes require a focus on effectiveness, efficiency, and innovation as a priority. There is now an expectation that achieving "value for money" in the public sector is business as usual and not an exception or a one-off objective. To assist governments in their improvement drive, more and more benchmark data has become available. Whilst this data is useful for comparison purposes it also serves to make governments more accountable as citizens can see how their country performs in comparison to others. Examples of international metrics that are avidly monitored by governments include; the Comparison of School Systems (provided by PISA), National Innovation Index (provided by INSEAD and other partners), Global Competitiveness Report (provided by the World Economic Forum), Ease of Doing Business (provided by the World Bank), Government Effectiveness (provided by the World Bank), Transparency and Accountability (provided by Transparency International), Global Energy Architecture Performance (provided by World Economic Forum), Gender Inequality Index (provided by United Nations Development Program) and World Health Statistics (provided by the World Health Organisation)

For all the above reasons, benchmarking and organizational learning are seen as a necessity by forward thinking governments. Benchmarking has been embraced by the Dubai government for many years but "Dubai We Learn" aims to accelerate the learning and make it more systematic and impactful. Dubai We Learn provides the foundation and learning approach that can benefit and support Dubai's 2021 plan, Dubai's 10X projects designed to propel the city 10 years ahead of other global cities, and the

UAE Centennial 2071 project designed to make the UAE the best country in the world by 2071.

When considering “what is benchmarking” it is important to understand that benchmarking is much more than performance comparison. Benchmarking is a change management approach that sparks and enables innovation. Benchmarking provides solutions and not just comparisons. Benchmarking through “learning from the experience of others’ and seeing new and different approaches changes mindsets and opens up new possibilities – this leads to paradigm shifts and innovation. Benchmarking includes the process of identifying, adapting, creating, and implementing high performing practices to produce superior performance results.

Excellence Makers Program

The Excellence Makers Program consisted of Benchmarking training (using the TRADE Best Practice Benchmarking Methodology) and research and facilitation support for 11 benchmarking teams. Each project team was from a different government entity and the foci of the benchmarking project were chosen to reflect the priorities of the different entities. In effect, the projects would fast-track the transformation of key government processes or services by learning from best practices around the world while simultaneously developing the capacity of employees in government entities to use benchmarking as a tool for improvement.

In preparation for starting the benchmarking projects, all government entities were requested to tender potential projects and teams for consideration by the DGEP and COER. The project teams would comprise of between 4 and 8 members and were expected to spend a proportion of their work time on the benchmarking project. The time spent on the project would vary by team and by member but would typically range between half a day and a full day per week.

Each project required a team leader to lead and take responsibility for the project, a benchmarking facilitator to provide benchmarking expertise and ensure that the TRADE methodology was followed, and an administrator to support the team leader and benchmarking facilitator with some of the administrative tasks. The remaining team members brought their technical expertise to the project. In addition, for each project a project sponsor was required to ensure that the team was appropriately resourced to undertake the project. The project sponsor was typically a senior executive or director.

A total of 15 projects were tendered for consideration to be part of the program and 11 were selected for participation. The projects were selected based on their potential benefits to the government entity, the government, and to the citizens/residents of Dubai Emirate. The commitment of the government entities, including their mandatory presence at all program events, was also a consideration in the selection of projects.

The one-year projects commenced in April 2017. The services provided by COER to support the benchmarking teams were as follows:

- A three-day training workshop on the TRADE Best Practice Benchmarking Methodology. This was to ensure that the benchmarking teams could use the tools and methodology required for benchmarking. Figure 1.2 shows TRADE training workshop which was held on 11-13 and 16-18 April 2017.
- A full set of training materials in Arabic and English, including benchmarking manual and TRADE project management system. This would serve as reference material during the one-year project as well as for future projects.
- Access to the best practice resource, BPIR.com, for all participants. BPIR.com provides an on-demand resource of best practices.



Figure 1.2: TRADE training session

- Centralised tracking of the progress of all projects by means of bi-monthly reports with expert advice given to each team.
- Desktop research to identify best practices and potential benchmarking partners was conducted to supplement each team's search for best practices.
- Three Progress Sharing Days were held at which each project team gave a presentation on their progress to-date. This was an opportunity for sharing and learning between teams and an opportunity for the teams to receive expert feedback.
- Face to face meetings with the project teams at their place of work for the week before or after the Progress Sharing Days. This enabled detailed advice and feedback to be given.
- Four Team Leader and Benchmarking Facilitator meetings were held to provide specific advice on each stage of TRADE and encourage sharing between the teams.
- All teams were required to complete a benchmarking report and deliver a final presentation on their project. These were to be assessed by an expert panel using the recognition system provided by the TRADE Benchmarking Certification Scheme.

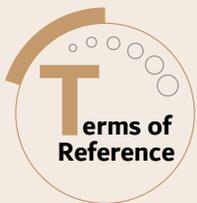
TRADE BEST PRACTICE BENCHMARKING

The TRADE Best Practice Benchmarking Methodology was developed by Dr Robin Mann for the New Zealand Benchmarking Club in the early 2000s. The TRADE Methodology provides a structured approach for guiding benchmarking teams step by step from inception to delivery of a benchmarking project. The methodology ensures that teams are better positioned to concentrate on learning and improvements when conducting benchmarking projects rather than worrying about how to manage the project. The structure and rigour of the TRADE Methodology ensures that a professional research approach is applied which incorporates change management, risk management and benchmarking expertise.

The name of “TRADE” symbolises the importance of forming benchmarking partnerships with the intent of “trading information and knowledge” between organisations. Benchmarking should not be seen as a one-way exchange of information. It should be mutually beneficial so that relationships can be maintained and grow so that benchmarking partners can learn from each other again when the need arises.

Structure of the TRADE Benchmarking Methodology

The TRADE Methodology consists of 5 stages, with each stage made up of between 4 and 9 steps as shown in Figure 2.1.



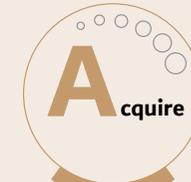
Plan the project

1. Determine area of focus for benchmarking project
2. Develop project brief
3. Form project team
4. Train project team
5. Understand benchmarking code of conduct
6. Prepare Terms of Reference (TOR)
7. Develop documentation system
8. Review project progress and TOR
9. Obtain approval to start the next stage of TRADE



Review current state

1. Understand area of focus to be benchmarked
2. Define performance measures
3. Identify current performance
4. Prioritise and finalise the practices to be benchmarked
5. Review project progress and TOR
6. Obtain approval to start the next stage of TRADE



Acquire best practices

1. Establish criteria for selecting benchmarking partners
2. Select potential benchmarking partners
3. Invite and acquire benchmarking partners
4. Prepare for data collection
5. Collect and store data
6. Analyse data
7. Formulate recommendations
8. Review project progress and TOR
9. Obtain approval to start the next stage of TRADE



Communicate & implement best practices

1. Communicate findings
2. Develop action plan
3. Obtain approval for action plan
4. Implement actions
5. Review project progress and TOR
6. Obtain approval to start the next stage of TRADE



Evaluate the benchmarking process & outcomes

1. Perform cost / benefit analysis
2. Review TRADE project
3. Share experiences and project outcomes
4. Close project

Figure 2.1: TRADE Benchmarking stages and steps

The five main stages of the TRADE Methodology are:

1. Terms of Reference – plan the project

The first stage is to plan the project. This stage involves forming a project team and obtaining the support of a project sponsor and developing the Terms of Reference (TOR). The Terms of Reference,

see Figure 2.2 provides the foundation for a successful project and should include a clear aim, scope, expected benefits, resources required, expected time-line and identification of stakeholders with a clear communication plan to ensure that the stakeholders are engaged in the project from start to finish.

The TOR are determined at the start of the project and are reviewed continually throughout the project. They are used as a guide to ensure that the initial objectives are kept in focus. It is important that the team members take ownership of the TOR.

TERMS OF REFERENCE (TOR)				
:Organization :Project Name			:Last Date Revised	
Project Sponsor and Team Members				
Name	Position	Telephone	Email	Project Role
				Sponsor
				Team Leader
				Benchmarking Facilitator
				Administrator
				Team Member
				Team Member
				Team Member
Document Revision History				Project Sponsor Reviewed? Yes/No
Version	Date	File name	Revision Notes - Reason for change	
1			First Draft	
Aim Describe the purpose of the project in one sentence e.g. "To identify & "implement best practices in X to improve performance from Y to Z				
Scope What Is included & excluded from the project? Clearly define the boundaries of the project & any time-line/resource constraints				
Background Why is the project needed? What is the extent of the ?challenge/ opportunity? Who determined the need				
Objectives Include SMART objectives with at least one objective per TRADE stage as well as outcome objectives to be measured in the Evaluate stage				
Expected Non-Financial Benefits What problems /challenges/ opportunities and performance levels do you expect improvements in? What are the benefits for your stakeholders? Ideally the benefits should be quantifiable showing current performance (and date measured) and expected future performance (by a stated .date	Expected Financial Benefits For every non-financial benefit there is a potential financial benefit. Financial benefits should be shown as monetary values otherwise include in the non-financial column. Financial benefits for your .stakeholders may be included			

Figure 2.2: Part of a Terms of Reference (TOR) sheet

2. Review current state

The second stage involves reviewing the extent of the current problem or issue. This stage ensures that the project team has a thorough understanding of their own organisation’s systems, processes and performance before learning from other organisations and helps to identify precisely the areas for which best practices will be sought.

This stage requires measuring current performance in the area of focus (if not already known) and seeks the views and obtains data from the various stakeholders (such as internal customers or suppliers and process owners or external customers or suppliers or the community at large) that are being impacted by the process. Surveys, structured interviews, focus groups, self-assessments, Ishikawa diagrams, SWOT analysis, process mapping, and brainstorming are used to obtain and evaluate the information obtained. Often as a result of conducting the Review stage refinements to the TOR are made.

3. Acquire best practices

This stage involves identifying which organisations are likely to have superior practices and finding out what they do differently. Various methods can be used for learning from other organisations such as internet research, surveys and site visits.

This is an important stage where the team gets an opportunity to analyse and understand the processes and practices of other organisations and compare these to their own. Organisations with superior practices can be identified in different ways, including internet research, best practice groups, national and international award winners and recommendations from professionals. In carrying out benchmarking visits, it is important that teams adhere to a Benchmarking Code of Conduct – a code of ethics for benchmarking which is explained at the TRADE Training.

The output from this stage is a set of recommendations that can be presented to the project sponsor and key stakeholders in the deploy stage. These recommendations are based on the team’s learning of best practices combined with the team’s own ideas that have been formulated as a result of a detailed analysis of the area of focus and the input from key stakeholders. Figure 2.3 illustrates that benchmarking is not solely about learning best practices from other organisations. Benchmarking sparks creativity within the benchmarking team and wider stakeholder group to come up with new solutions or “next practices”.

4. Deploy – communicate and implement best practices

This stage involves communicating the team’s recommendations to the project sponsor and relevant stakeholders, deciding what should be changed with the current practice or process and implementing

the changes. This stage involves adapting the best practices to fit the organisation’s profile and may involve piloting the change before full deployment.

The practicality of this stage and the potential impacts that it can have on the organisation requires that the benchmarking team needs to work in partnership with the process owners and with the support of the project sponsor and other senior executives within the organisation. Important decisions that will shape changes to the organisation are made at this stage.

5. Evaluate – evaluate the benchmarking process and outcomes

This stage is designed to make sure the project has delivered the expected benefits that were outlined in the Terms of Reference. It involves undertaking a cost and benefits analysis and a general review of how well the process is performing. If the expected benefits are not being realised an investigation needs to occur and may require further learning from the benchmarking partners. A project is usually only closed once the aim and objectives of the project have been met. Typically, benchmarking teams will take the lessons from one completed benchmarking project to the next, and thereby improve their knowledge and skills of the application of benchmarking over time.

The TRADE Project Management System

TRADE is supported by a project management system utilising a TRADE Spreadsheet that consists of over 20 worksheets and over 40 template forms provided in the TRADE Training Manual. This ensures that the TRADE stages and steps are followed and documented enabling easy tracking of benchmarking projects.

Figure 2.4 shows some of the worksheets used to guide the benchmarking projects. With all Excellence Maker’s projects using TRADE worksheets it becomes very easy for COER and DGEP to follow their progress and provide advice as necessary. For instance, Figure 2.5 shows the progress made by each of the benchmarking teams through the TRADE Methodology stages after 3 months of the program.

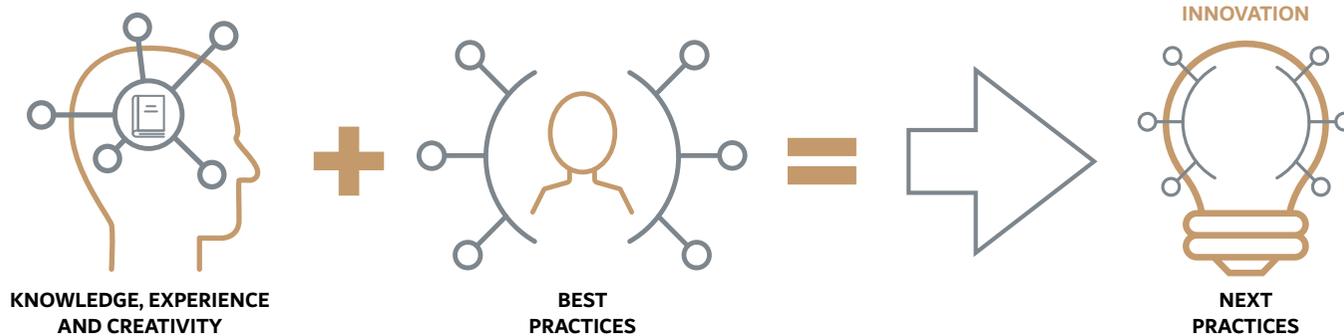


Figure 2.3: Benchmarking provides a winning formula for innovation

IMPROVEMENT IDEAS & BEST PRACTICE (II&BP) FORM

Record in the table below improvement ideas or best practices that you find as you proceed through the benchmarking project. To assess whether or not to recommend an idea or best practice for implementation you can complete the "Ease of implementation and objectives" columns. Alternatively you can assess the ideas or best practices through the "Best Practice Selection Matrix", BPSM Worksheet, which enables you to compare the ideas and practices graphically.

Date	Name of improvement idea and/or best practice	Description (how will such a idea/practice improve on the current situation?)	Expected benefits?	Ease of implementation (Consider time, cost feasibility, 5=Very Easy, 4=Relatively Easy, 3=Possible, 2=Difficult, 1=Very Difficult)	Impact on project aim and objectives (5=Major, 4=High, 3=Medium, 2=Low, 1=Negligible)	The Ease / Impact Score Column gives a 20% higher weighting to "Impact" in comparison dependent on the importance of these criteria to the benchmarking project. Ease / Impact Score (with Impact given a 20% higher weighting 0.8:1)	Where/who can provide more information on this idea/practice? Reference any information documents as appropriate.	Show for immr
16.05.2017	Consider benchmarking Boutique research entities	Understanding smaller scale entities will give us closer to reality to what we expect to have	Similar challenges and operating model	4	4	7.2	RBL and Bersin & Associates as they offer successful models for boutique research firms.	

COMMUNICATION PLAN

Record how you will involve your project stakeholders throughout the project

TRADE Stage	Stakeholder	What needs to be communicated or discussed?	Why?	Method of communication? Email, meeting, focus group, phone call, meeting etc.	Deliverable? Document, report, TOR, agenda, slides etc.	When or how often?	Responsibility?
18.05.2017	Measure Rol b						

Terms of Reference

25.05.2017	Selected Gover tanks instead of	DGHR Leadership Committee PMO	Agreement on scope of timeline. Progress upd. Project timeline and sc	DISTINCTIVE COMPETENCE SEARCH: Distinctive Competence is a competency unique to a business organization, a competency superior in some aspect than the competencies of other organizations, which facilitates the production of a unique value proposition in the function of the business. This form records such unique competences observed by DGHR team members during site visits.
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Research

7.06.2017	Creative techn groups	DGHR Steering Committee	Progress updates	Describe up to 6 distinctive competences being identified : 1 Employing practitioners for research instead of academics 2 Permanent panel of respondents for research 3 Benchmarking of HR services 4 Mini Forums 5 Multiple formats to share research 6 Innovation Lab to work with research
03.08.2017	Dilbert – Comi character to ta something HR humor for wor	Dubai Government Entities Dubai Government HR Staff	Briefing about project	
18.10.2017	Focused but dy	DGHR Internal Teams	Briefing about project	
18.10.2017	Variety of form	Current Partnerships	Determine types of sup	
04.12.2017	Permeant Pane	IT Team	Discussion on IT requi	
04.12.2017	Job Talks			

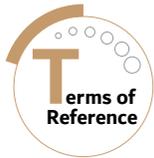
Acquire

18.10.2017	Focused but dy	Director General, DGHR	Approval of Benchmark related topics, inform c	Distinctive Competence 1 Employing practitioners for research instead of academics by Delma Institute	Describe the practices/information related to distinctive competence Describe why the information is useful? What are the potential best practices or key learning? This information is especially useful for DGHR because we have not started hiring and are more of a start-up. Our key learning here is to keep a balanced approach between business and academics. This information was also important in considering our capacity building plan. As it is obvious that with training and some experience we can instill these skills in our	Delma mentioned their preference for hiring a team of business/practitioners for research instead of academic researchers. DGHR team found it a bit unusual to which Delma responded that as a small boutique operation they were required to distinguish themselves as well written, concrete and conclusive pieces of research papers. Where academics (in their view) have a notable command in research itself they lack ability to conclude. Hence, their more focused approach assisted them in positioning themselves If a potential benchmarking partner has been identified provide the name of the company, city, country and contact name and position (contact names may need to be identified from a different source such as Linked-in. Specify where the names of any contacts were found)
04.12.2017	Permeant Pane	Dubai Government Entities	Inform them of key finc			
04.12.2017	Job Talks	DGHR Internal Teams	Workshop for feedback			
04.12.2017	Job Talks	DGHR Finance	Budgeting and expense			

Deploy

04.12.2017	Job Talks			Generally research field is dominated by academic researchers	30/07/2017		Delma Institute (Please see sheet 'PCD' for contact details)
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Figure 2.4: Examples of TRADE worksheets used for guiding benchmarking projects



Plan the project

هيئة دبي للطيران المدني
Dubai Civil Aviation Authority



Review current state



بلدية دبي
DUBAI MUNICIPALITY

جمارك دبي
DUBAI CUSTOMS



المعرفة
DUBAI KNOWLEDGE



مؤسسة دبي لخدمات الإسعاف
DUBAI CORPORATION FOR AMBULANCE SERVICES
اسعاف دبي
Ambulance

إدارة الموارد البشرية الحكومية
DUBAI GOVERNMENT HUMAN RESOURCES DEPARTMENT



Acquire best practices

هيئة الصحة بدبي
DUBAI HEALTH AUTHORITY



Communicate & implement best practices



Evaluate the benchmarking process & outcomes

TRADE Certification Levels

Individuals and teams that are trained in and apply the TRADE Benchmarking Methodology have the potential to be certified at three different levels – bronze, silver and gold (Figure 2.6). TRADE certification at bronze level is achieved after successful training in the five stages of the methodology.

On completion of a benchmarking project, a benchmarking report and supporting documentation such as the TRADE Spreadsheet can be submitted to COER for assessment. If the project receives an assessment grade of 3-4 stars or higher the proficiency level (silver level) is conferred. For benchmarking mastery (gold level) project team members must have undertaken and/or facilitated two benchmarking projects that have achieved proficiency or higher with at least one project receiving at least a 5-star commendation grade.

For the second round of Dubai We Learn Excellence Maker projects, over 70 staff in Dubai government entities were trained to TRADE bronze level and all projects were completed at a minimum of 3 to 4-star level therefore achieving benchmarking proficiency (silver level). Consequently, the two cycles of projects have led to the training of over 140 staff in Dubai Government entities thus facilitating a significant injection of new and important skillsets across a variety of government functions. In the long-term it is expected that many of these staff will achieve the highest level of benchmarking certification – benchmarking mastery (gold level). These highly trained individuals will be expected to lead the introduction of structures and approaches that foster a culture of best practice learning and deliver citizen-centric services in Dubai. As part of training for TRADE certification, the staff also have a portfolio of training material and resources that they can refer to in future

Figure 2.5: Progress of the benchmarking teams through the TRADE Methodology stages after 3 months

TRADE Benchmarking Certification Levels		Logo Mark										
<p>TRADE Benchmarking Trained Certificate (BRONZE)</p> <p>Awarded to all those that have been trained at a TRADE Benchmarking Workshop</p>												
<p>TRADE Benchmarking Proficiency Certificate (SILVER)</p> <p>Awarded to TRADE trained individuals that have undertaken a TRADE benchmarking project and demonstrated benchmarking proficiency.</p> <p>Submissions are graded using a star system as shown in the Table below:</p> <table border="1"> <thead> <tr> <th>Assessment grades</th> <th>Certificate awarded</th> </tr> </thead> <tbody> <tr> <td>★ ★ ★ ★ ★ ★ Stars 7</td> <td>TRADE Benchmarking Proficiency Certificate <i>with Commendation</i></td> </tr> <tr> <td>★ ★ ★ ★ ★ to 6 Stars 5</td> <td>TRADE Benchmarking Proficiency Certificate <i>with Commendation</i></td> </tr> <tr> <td>★ ★ ★ ★ to 4 Stars 3</td> <td>TRADE Benchmarking Proficiency Certificate</td> </tr> <tr> <td>★ ★ to 2 Stars 1</td> <td>Incomplete</td> </tr> </tbody> </table>		Assessment grades	Certificate awarded	★ ★ ★ ★ ★ ★ Stars 7	TRADE Benchmarking Proficiency Certificate <i>with Commendation</i>	★ ★ ★ ★ ★ to 6 Stars 5	TRADE Benchmarking Proficiency Certificate <i>with Commendation</i>	★ ★ ★ ★ to 4 Stars 3	TRADE Benchmarking Proficiency Certificate	★ ★ to 2 Stars 1	Incomplete	
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★ ★ to 2 Stars 1	Incomplete											
<p>TRADE Benchmarking Mastery Certificate (GOLD)</p> <p>Awarded to individuals that have undertaken and/or facilitated two benchmarking projects that have achieved TRADE Benchmarking Proficiency or higher with at least one project receiving a Commendation grade.</p>												

Figure 2.6: TRADE Benchmarking Certification Levels

THE BENCHMARKING PROJECTS

Government Entities	Project Title	Aim of the project
Dubai Civil Aviation Authority (DCAA)	Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations	To raise awareness of the importance of the safe use of Remotely Piloted Aircraft System (RPAS) and strengthen the RPAS registration process.
Dubai Corporation for Ambulance Services (DCAS)	Treat the Patient Not the Clock	To develop and implement a world class performance management system for ambulance services.
Dubai Customs	Dubai Accredited Clients	To improve Dubai Customs' Client Accreditation Program by March 2018 and to develop a "Blueprint" for a Dubai-Wide Client Loyalty Program by July 2018.
Dubai Electricity & Water Authority (DEWA)	AFKARI Ideas Management System	To identify and implement best practices in idea generation to improve the employee engagement rate with the AKFARI Idea Management System from 23% in 2016 to at least 40% by April 2018, while improving the quality of ideas and implementation rate from 42% to 50%.
Dubai Government Human Resources Dept (DGHR)	Launching a Dubai Government HR Think Tank	Launching a Dubai Government Human Resources (HR) Think Tank for HR future shaping, research driven decision making and pioneering HR's role for Dubai Government.
Dubai Health Authority (DHA)	Prevention better than Cure / Innovative Prevention Program to Combat Diabetes	To develop and start implementing a Dubai diabetes prevention framework based on worldwide best practices within one-year (2017 to 2018) and reduce the pre-diabetic population of 356,460 adults by at least 10% by 2021.
Dubai Municipality	Knowledge & Innovation Hub	Identify and implement best practices in managing, sharing, and utilizing knowledge across the organization through an effective Knowledge and Innovation Hub that is able to create a robust base for innovation and increase the utilization rate of knowledge sources.

Dubai Police - Head Quarters	Call of Duty: Police Edition - Best practices in vehicle fleet maintenance	To find and implement best practices in vehicle fleet maintenance to improve vehicle availability and labour productivity of the Dubai Police Mechanical Department to world class levels. We aim to increase labour productivity from 40% to 70% and increase vehicle availability from 88% to 95%.
Dubai Public Prosecution	A Smarter Public Prosecution Service	To increase the % of requests for DPP services that are submitted electronically from 80% (Quarter 1, 2017) to 85% (Quarter 1, 2018) with a focus on increasing app usage and to improve the electronic services provided to the applicant.
General Directorate of Residency & Foreigners Affairs-Dubai (GDRFA)	Positive Energy	To identify and implement best practices to develop a "Positive Energy Culture" within GDRFA.
Knowledge & Human Development Authority (KHDA)	Governance Without a Governor	To identify and implement best practices in transforming the traditional hierarchical management system to a fully operational self-managed system by 2021. By 2018 to have laid the foundations with clear roles and responsibilities that engage, empower, and enlighten employees leading to improved levels of employee happiness, innovation and productivity.

Figure 3.1: Summary of the 11 benchmarking projects

The next sections of this book will present a case study on each project. The case studies describe how each project progressed through each stage of TRADE. Each case study concludes with a table summarising the main project achievements.

Dubai Civil Aviation Authority (DCAA)

Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations

Dubai Civil Aviation Authority (DCAA) were awarded TRADE Benchmarking Proficiency Certificate (3-4 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to raise awareness of the importance of the safe use of RPAS and strengthen the registration process.

Terms of Reference

Background

Dubai airspace is highly congested with aircraft movement (1300 aircraft movement per day) with any constraint leading to airspace disruption costing approximately AED 3.6 million per minute. Due to safety and the financial implications of an airport closure, DCAA had introduced a number of initiatives to regulate and improve safety practices concerning Remotely Piloted Aircraft System (RPAS). Initiatives to control RPAS included the introduction of Law no (07) in July 2015 issued by His Highness Sheikh Mohammad Bin Rashid making the UAE the first country in the world to regulate Remotely Piloted Aircraft System. This was followed by DCAA launching the RPAS registration e-service in 2016 to regulate the registration of RPAS for commercial and individual users. The number of registered RPAS was more than 1600 by March 2018.

The registration process includes a special awareness briefing compulsory for each registration license issued. At the start of the benchmarking project, average RPAS registrations were 75 per month which was low considering the volume of RPAS available on the market. Figure 4.1 shows the registration cards that are issued to individuals and commercial users.

It was therefore important that DCAA took action to raise awareness of the need to register RPAS and, in particular, register those that were sold prior to the regulations in Dubai and sold in the other Emirates or elsewhere that were brought into Dubai. It was also important to raise awareness of the importance of safety with all RPAS owners.

Project Aim

The aim of the project was to raise awareness of the importance of the safe use of RPAS and strengthen the registration process. The supporting objectives of the project were as follows:

1. To review the registration and safety processes for RPAS by 30 December 2017. This to include recording all awareness activity undertaken in 2017 and to analyse the number of registrations and estimated unregistered RPAS in 2017 (previous years to be shown too if possible) and identify any potential safety incidents.
2. To identify best practices in encouraging users to register and promote the safe use of RPAS by 1 February 2018.
3. To propose a one-year awareness campaign covering the period 1 May 2018 to 30 April 2019 for increasing registrations and safety. To have this signed off by the project sponsor by the 1 April 2018.
4. To launch the awareness campaign on 1 May 2018.
5. To target zero (RPAS) incidents in 2018 and beyond.

The project was aimed towards the following categories of RPAS owners:

- RPAS Hobbyist
- School students 15 to 17 years old
- Free zones companies
- Commercial business users
- RPAS exporters and sellers

Review

During the Review stage, the focus of the benchmarking team was two-fold. First, was to understand the reasons for low awareness about RPAS safety and second was to understand the reasons for low registration rates of RPAS. In order to achieve this, the team undertook the following activities:

Fishbone Diagram. A number of brainstorming sessions were held to identify the issues that affected the misuse of drones and why awareness on the safe use of drones was so low. Figure 4.2 shows the six main issues that were affecting drone awareness: access to RPAS, hobbyists behaviour, technology, stakeholders, availability of resources, and media effect



Figure 4.1: Commercial and individual registration cards

Dubai Civil Aviation Authority (DCAA) Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations

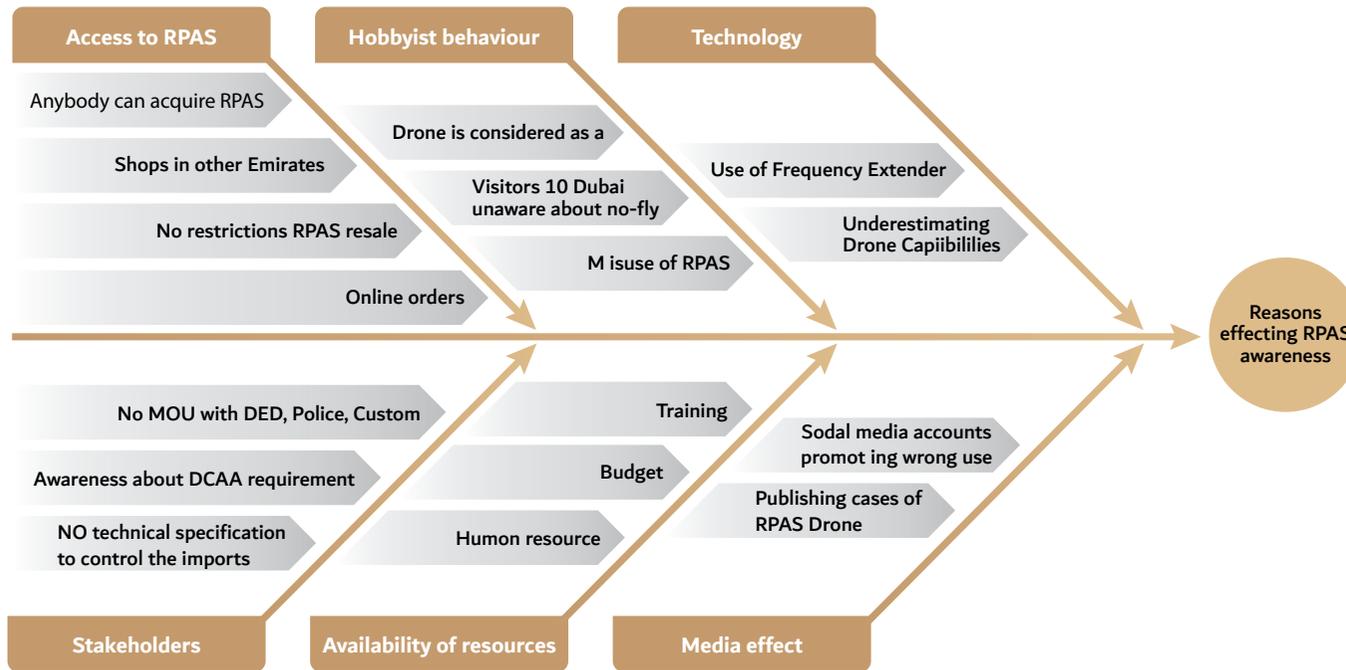


Figure 4.2: DCAA 1st fishbone analysis for reasons affecting RPAS awareness

SWOT analysis. A SWOT analysis helped the benchmarking team to understand areas to focus on to achieve the project's aims.

Website review. The team carried out an exercise to simulate using the RPAS registration website as a regular customer would. This enabled the team to identify issues that the public faced including challenges with the functionality of the website and unclear information about the registration process.

Digital marketing self-assessment. The team conducted a digital marketing self-assessment which identified opportunities for improvement in the use of social media platforms such as Instagram, twitter, and Snapchat.

From the Review stage the team identified that the registration rate of 75 per month was low in comparison to the number of RPAS in the market (estimated to be over 10,000), there was no control of RPAS that were imported or purchased in other Emirates, awareness campaigns were not targeted to the various categories of RPAS users from hobbyists (75% of RPAS users in 2017) to commercial (15% of users in 2017), some restricted areas for flying were not clearly identified, and there was difficulty in issuing fines for the misuse of drones.

Acquire

The Acquire stage consisted of desktop research, local benchmarking visits and learning from attending conferences (for example, the team attended an Air Show in November 2017 to talk to experts on the safe use of drones, see Figure 4.3).

The team's criteria for selecting benchmarking partners included having a presence in Dubai, experience of conducting promotional campaigns on a regular basis and ideally must be in the government or non-profit sector promoting safety issues. Based on these criteria, the team carried out one benchmarking visit to Dubai Police as they conduct very successful promotional campaigns on a regular basis and have a large social media following on Twitter and Instagram.



Figure 4.3: DCAA participation in an Air Show

Dubai Civil Aviation Authority (DCAA)

Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations

With respect to desktop research, DCAA received support from COER. The research enabled the team to identify many useful best practices that could be considered for implementation and the team decided to select the top three best practices. These best practices were from Unmanned Vehicle Systems International (AUVSI), CNBC and AirShare (New Zealand)

In addition to the above, the team members used different platforms such as Instagram and Snapchat to obtain ideas from stakeholders on how best to design a marketing campaign. Many ideas were identified and were grouped based on similarity. The team then used a Best Practice Selection Matrix (BPSM) to select the best ideas (high impact and easy to implement) for implementation.

Deploy

As a result of the Acquire stage, DCAA were able to implement some improvements immediately. This included providing clearer information on how to register RPAS on DCAA's website, see Figure 4.4, whilst planning to launch a dedicated website for RPAS registration. RPAS registration was also promoted during an Air Show event and a re-classification and narrowing of RPAS retailers has enabled DCAA to start working closely with retailers to enforce registrations of new drones sold in Dubai.

To promote the safe use of drones in Dubai, DCAA organised the UAS Forum in cooperation with Dubai Police under the theme "Be legal be safe" in Oct 2017. The event attracted many companies working in the sector and helped to build relationships with the commercial sector. In addition, working with Dubai Customs is helping to ensure that Customs will hold any drone imported by visitors or ordered from overseas by mail. The owner must obtain DCAA approval first to get it released by Dubai Customs.

Furthermore, the number of restricted zones for RPAS usage were increased. In the past, the restricted zones were small and flying drones was allowed in some areas considered as dangerous or sensitive. The new system has classified the zones into three categories: restricted (No fly zone), Red zone (flying with pre-approval), and Green zone (no pre-approval required). In addition In addition, the DCAA is working with partners to develop an app that indicates the areas for safe flying. Also,

HOME About Us E-Services Statistics Most used E-services

Home / E-Services / RPAS Registration

SERVICE NAME
RPAS Registration in the Emirate of Dubai

USER MANUAL
Click to view/download the User Manual

SERVICE DESCRIPTION
This service enables the customer to obtain RPAS Registration Card and RPAS Registration letter for tourist in the Emirate of Dubai. This service is mandatory by all Company and individual who wish to conduct activities using RPAS.

WHERE TO GET THIS SERVICE
Online (www.dcaa.gov.ae)

APPLICABLE FOR CUSTOMERS
Companies, Authorities & Individuals to register RPAS equipment with DCAA.

PROCEDURES TO OBTAIN NOC
Registration for first time customer Login and select services - Customer Fill in information - Customer Submit application - Customer Pay online (e-Government) - Customer Receive Application after successful payment - DCAA Assess, Review & Evaluate application - DCAA Approve, Reject or Need more info - DCAA Print Registration Card - DCAA Notify Customer for Collection

REQUIRED INFORMATION FOR THIS SERVICE
Following requirements are mandatory: Company Name and address Company Trade/Commercial License Name of RPAS Operator with mobile number Contact details: phone, fax, mobile number and email. Operator's Emirates ID both sides and passport copy with visa page (non-national) Passport size photo (white background) RPAS Type/Model RPAS Photo RPAS

DELIVERY TIME
10 - 15 working days

PAYMENT METHOD
E-Payment

SERVICE FEES
- 520/-AED Government
- 520/-AED Commercial
- 520/-AED Temporary Commercial
- 120/-AED Professional
- 120/-AED Hobbyist
- 520/-AED Free Lancer
- 120/-AED Tourist
- 120/-AED Dubai Customs Drone Release Letter

Apply Now!

Service Usage
2191 times

141 Users Rated

CONTACT US
Department: Aviation & Airports Safety
Section: Airspace Safety
Telephone Number: +97147770599
Mobile Number:
Fax:
Email: safety@dcaa.gov.ae
Working Hours: 0730H to 1430H (GMT+4)
Work Days: Sunday - Thursday
Location: Dubai Civil Aviation Authority is located within Dubai Airports Building, Terminal 1 (Arrivals)

Figure 4.4: RPAS registration portal



Figure 4.5: DCAA and the Dubai Economic Department signing an MoU for inspecting RPAS sellers

during Dubai's International Government Achievement Exhibition (DIGAE), the DCAA signed an agreement with the Dubai Economic Department for inspecting RPAS sellers, refer to Figure 4.5.

Supporting all these improvements have been new promotional campaigns for 2018 to 2019 utilising a variety of social media. For each promotional campaign, the team decides on relevant targets and metrics such as:

- Instagram: follower growth, comments received, most engaged hashtags, and unique views
- Twitter: follower growth, tweet impressions, profile visits, and mentions
- Snapchat: follower growth, total opens, screenshots, and completion rate

Furthermore, in Nov 2017, judicial permission to issue fines for RPAS violations was given to DCAA. DCAA is working with Dubai Police to train a number of employees on issuing fines. Tracking the number of fines will serve as an indicator of the performance of promotional campaigns in terms of educating people on the safe use of drones and their compliance with the regulations.

Evaluate

Through undertaking this project DCAA developed much stronger relationships with its key stakeholders such as Dubai Police, Dubai Customs, Department of Economic Development, Federal Aviation Authority, retailers, manufacturers, commercial users and hobbyists leading to a number of improvements and future planned improvements to awareness and safety processes of RPAS. Results to-date include a significant increase in RPAS registrations from 104 (2016), 897 (2017) to 1600 (March 2018) with a target of 4000 by the end of 2018. The effects of the benchmarking project will be evaluated over time and will become more apparent after all the promotional campaigns have been completed. In addition, there were zero RPAS incidents in 2017 to 2018 compared to 3 incidents in 2016, saving potentially 10's of millions of AED in airport shutdown costs.

TERMS OF REFERENCE
Aim: To raise awareness of the importance of the safe use of Remotely Piloted Aircraft System (RPAS) and strengthen the RPAS registration process.
REVIEW
Situation analysis: Dubai airspace is highly congested with 1300 aircraft flying per day. The cost of a delay or cancellation of a flight due to an RPAS incident can be as much as AED 3.6 million per minute. The responsible use of RPAS is paramount from a safety and financial perspective as well as a privacy issue. The benchmarking team's initial focus was to understand the current awareness and safety processes concerning RPAS and to examine the RPAS registration process (in May 2018 the registration of RPAS in Dubai became compulsory – the registration process includes a special awareness briefing for each license issued). The team identified that the registration rate of 75 per month was low in comparison to the number of RPAS in the market, there was no control of RPAS that were imported or purchased in other Emirates, awareness campaigns were not targeted to the various categories of RPAS users from hobbyists (75% of RPAS users in 2017) to commercial (15% of users in 2017), some restricted areas for flying were not clearly identified, and there was difficulty in issuing fines for the misuse of drones.
ACQUIRE
DCAA's project was delayed due to changes in team personnel and project direction. Due to the lack of time the team primarily focused on desk-top research for the Acquire stage. Methods of learning: Desk-top research, site visits Number of best practices identified via desktop research: 31 Number of site visits: 1 Number of organisations interviewed (by site visit or phone calls): 1 Names of organisations interviewed (by site visit) and countries: Dubai Police (UAE) Number of best practices identified via site visits: 3 Number of improvement ideas by the benchmarking team: 7 Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 41 Number of best practices/improvements ideas recommended for implementation: 9

DEPLOY
Number of best practices/improvements approved for implementation: 9
Description of key best practices/improvements approved for implementation: 1. A re-design of DCAA's website information on RPAS. 2. A new classification for drone trading was introduced preventing toy shops from selling drones and enabling DCAA to improve control over the registration process. 3. Awareness program introduced for drone traders. 4. Promoting drone registration through events. 5. Organising an annual RPAS event with cooperation from Dubai Police. 6. Working with Dubai Customs to update the rules and regulations for importing RPAS 7. Working with RPAS manufacturers to embed Dubai's restricted flying areas into a drone app 8. Increasing the number of restricted areas for RPAS 9. MoU with the Federal Aviation Authority to segregate duties and responsibilities.
EVALUATE
Key achievement: Strong key stakeholder engagement with Dubai Police, Dubai Customs, Department of Economic Development, Federal Aviation Authority, retailers, manufacturers, commercial users and hobbyists leading to a multifaceted approach to improve current awareness and safety processes of RPAS. Results include a significant increase in RPAS registrations from 104 (2016), 897 (2017) to 1600 (March 2018) with a target of 4000 by the end of 2018. In addition, there were zero RPAS incidents in 2017 to 2018 compared to 3 incidents in 2016, saving potentially 10's of millions of AED in airport shutdown costs.

Non-financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> • Increase in RPAS registrations from 104 (2016), 897 (2017) to 1600 (March 2018) and a target set of 4000 for 2018. • Zero RPAS incidents in 2017 to 2018 compared to 3 RPAS related airport shutdowns in 2016 • Increased safety awareness of hobbyists, commercial and government users and better educated retailers. • Established safe flying zones away from airports and flight path • Promoted Dubai as a leader in the uptake of RPAS related technologies.
Financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> • Zero RPAS incidents in 2017 to 2018 meant a potential saving of 10's of millions of AED. Airport shutdown costs are approximately AED 3.6 million per minute and in 2016 there were three, one of which was for 90 minutes. • Revenue from RPAS registrations is expected to be around 400,000 AED by the end of 2018 (registration fees are 520/- AED Commercial and 120/-AED Hobbyist). Revenue is also collected from RPAS training courses. • Strong safety processes, supporting responsible RPAS use, assists in attracting investment into the aviation sector.

Status of project	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	17 May 2017	23 July 2017	21 November 2017	14 December 2017	1 March 2018
Finish:	23 July 2017	21 November 2017	14 December 2017	1 March 2018	31 March 2018

Figure 4.6: Summary of project achievements of DCAA within one year

Dubai Corporation for Ambulance Services (DCAS)

Treat the Patient Not the Clock

DCAS were awarded TRADE Benchmarking Proficiency Certificate with Commendation (5-6 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to develop and implement a world class performance management system for ambulance services in Dubai.

Terms of Reference

Background

International Ambulance Response Time Standards were first adopted in 1974. They were developed by the Operational Research Consultancy (ORCON) in the United Kingdom and have been adopted worldwide for life threatening calls and are commonly referred to as the “ORCON standards” The ORCON standards are monitored through key performance indicators. The three primary ORCON standards are: 1. Activation: All calls should have an ambulance activated within 3 minutes of the call being answered. This is measured from the time the call is answered to the time the ambulance is in motion. The ORCON target is for this to be achieved 95% of the time. 2. Life Threatening Calls: (designated category A calls as defined by Advanced Medical Priority Dispatch System (AMPDS)). The ORCON standard is for 75% of all life-threatening calls to have an ambulance arrive on the scene within 8 minutes of the call being received and that 95% of calls should have an ambulance arrive within 19 minutes. 3. Serious Calls NOT life threatening: (designated category B Calls as defined by AMPDS). The ORCON standard is for 95% of all serious calls to have an ambulance arrive on the scene within 19 minutes of the call being received. In 2011 the United Kingdom amended the performance indicators and removed the performance indicator for Serious Calls, replacing it with a range of performance indicators relevant to the clinical needs of such patients. The 8-minute indicator remains only for life threatening calls, which make up 37.3% of all calls.

The strategic plan for DCAS adopts a 4-minute standard response time for all calls (not just life-threatening calls) in Dubai and was based on the National Agenda for achieving a 4 minutes response time by 2021. Furthermore, it was based on a summary of ALL responding ambulances, whereas the ORCON standard measures the arrival of only the FIRST ambulance on scene.

A response time of 4 minutes is unlikely to result in the best outcome for all patients. Providing a fast response in an emergency is vital – but it is only one part of the treatment process. Internationally, out-of-hospital cardiac arrest (OHCA) survival is the most common outcome measure used to compare EMS systems in terms of clinical KPIs. While OHCA or other life-threatening conditions require a fast response, not all cases require a fast response and so the emerging trends in EMS performance measurement is to focus on clinical KPIs rather than just on response time. Studies have suggested that only 2% of DCAS’s patients benefit from a fast response. Only focusing on meeting a response time of 4 minutes has a number of challenges and drawbacks such as needing more resources and puts DCAS employees and the public at large at risk with the potential for traffic accidents.

Project Aim

The aim of the project was to develop and implement a world class performance management system for ambulance services in Dubai. Within the timeframe of DWL, DCAS aimed to develop and implement a plan showing clearly which performance measures would be implemented by April 2018, with the others to be implemented later.

Review

During the Review stage the benchmarking team were trained on performance measurement by the KPI Institute to ensure they had a solid knowledge base before starting the project. In tandem with this they carried out a self-assessment of the DCAS Performance Measurement System (PMS) to understand how staff perceived the current PMS. The self-assessment encompassed sending a survey to 62 staff and the results indicated that 90% of employees agreed that DCAS lacked a comprehensive PMS and 100% agreed that a new PMS should be developed.



Figure 5.1: DCAS receiving a 5-6 stars project trophy

Dubai Corporation for Ambulance Services (DCAS)

Treat the Patient Not the Clock

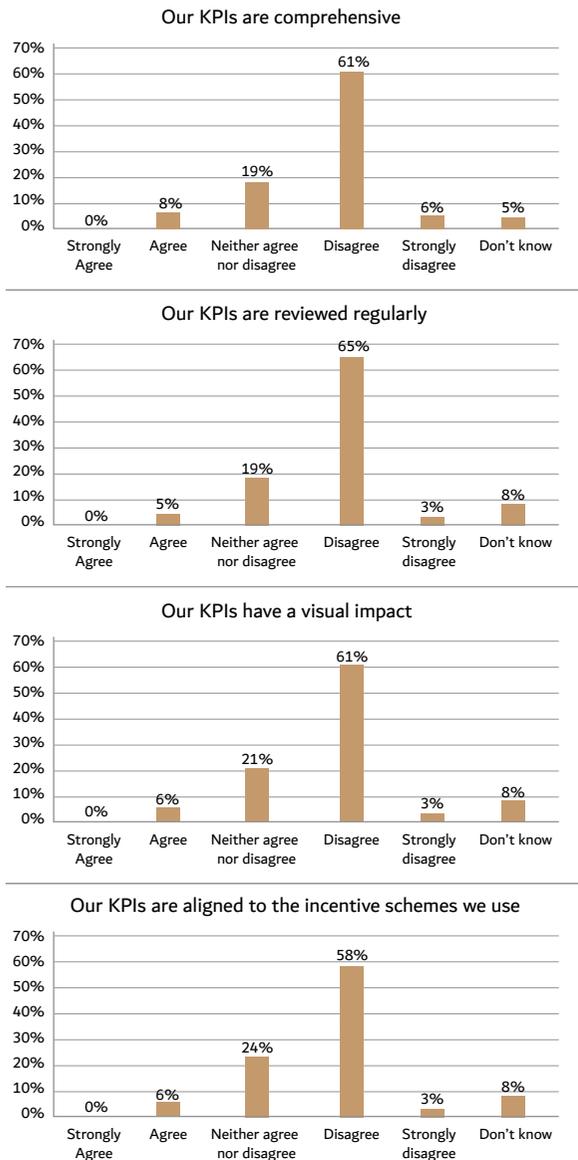


Figure 5.2: Responses to the self-assessment demonstrating the need to improve the performance measurement system

The benchmarking team involved its wider stakeholder group in the project to obtain their ideas on the PMS. For instance, at the 2017 Emirates Society of Emergency Services Conference the team surveyed 110 conference attendees on which were the most important KPIs for emergency services.

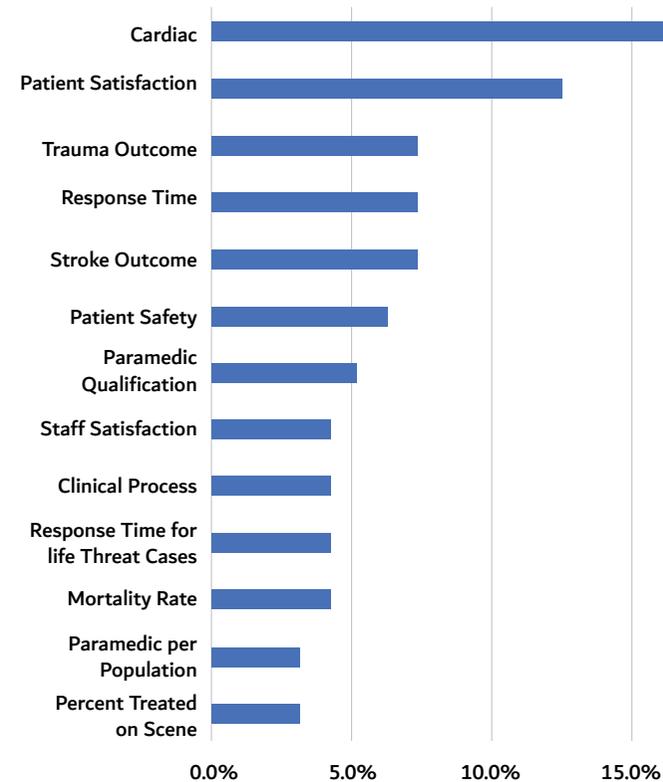


Figure 5.3: Most important KPIs as recommended by emergency specialists

Thereafter, the team carried out a SWOT analysis and Fishbone Analysis to evaluate current performance and practices. Desktop research was also used to learn about expert opinion on performance management in emergency services. After all the information was amassed and analysed the team were ready to learn how

other organisations, particularly those in emergency services, had developed their PMS.

Acquire

A total of 13 benchmarking visits were undertaken, these were to Roads and Transport Authority (UAE), General Directorate of Residency & Foreigners Affairs (UAE), Dubai Police (UAE), Abu Dhabi Police (UAE), Cleveland Clinic (Abu Dhabi, UAE), Dubai Health Authority (UAE), Egyptian Ambulance Services (Egypt), Oman Ambulance Services (Oman), Malaysian Ambulance Services (Malaysia), Saudi Red Crescent Ambulance Services (Saudi Arabia), Dharma platform (UK), KPI Institute (Australia) and MEDIC - Mecklenburg EMS (USA). Four of these organisations visited DCAS and benchmarking information was exchanged. In addition, other organisations, such as London Ambulance Service and Ambulance Tasmania, were communicated with by video conferencing or telephone. Furthermore, desktop research identified 106 KPIs for Emergency Medical Services and a number of EMS Performance Management models were considered as part of the Acquire stage.



Figure 5.4: DCAS team visiting the General Directorate of Residency and Foreigners Affairs in Dubai.

Dubai Corporation for Ambulance Services (DCAS)

Treat the Patient Not the Clock



Figure 5.5: DCAS team visiting Road and Transport Authority (Dubai)

During the Acquire stage, an important focus for the benchmarking team was the identification of KPIs related to efficiency and effectiveness of ambulance services based on international best practices and analysing them using a KPI priority matrix. The international best practices considered included:

- United Kingdom National Ambulance Clinical Quality Outcome Indicators, NHS, United Kingdom – comprising 4 key performance areas and a minimum of 15 KPIs.
- Australian Government Report on Government Services, Performance Indicators for Ambulance Events - comprising 4 key performance areas and a minimum of 20 KPIs
- United States of America Emergency Medical Services Performance Measures and National Highway Traffic Safety Administration, U.S. Department of Transportation – comprising 35 KPIs
- New Zealand Ambulance Service Strategy, National Ambulance Sector Office, New Zealand.

The DCAS benchmarking team also identified a generic world class model for KPIs comprised of 4 criteria in the form of a Balanced Scorecard – Finance; Customer; Process; and Learning, Growth, and People.

From all the benchmarking partners numerous best practices and ideas were obtained. For example, from the National Health Service, UK the value of presenting performance information on a dashboard which is accessible by the public was learnt. From the Road and Transport Authority in Dubai the team were impressed by the organisation’s KPI manual that classified almost 2000 Performance Indicators on a strategic and operational level as well as for specific projects.

Deploy

On the basis of the team’s research and considering DCAS’ strategy, a Performance Measures Model was developed comprising of 7 categories and 15 KPIs. The 7 categories were Availability, Response,

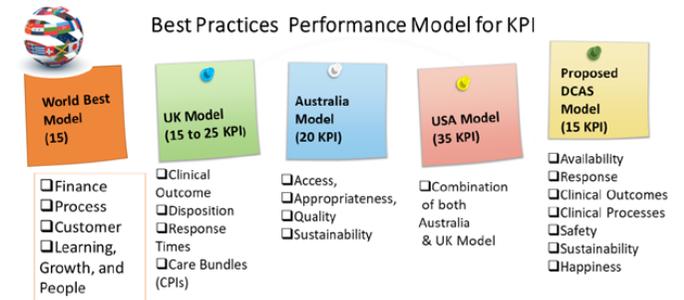


Figure 5.7: Key performance areas of Emergency Management Systems and the proposed model for DCAS

Clinical Outcomes, Clinical Processes, Safety, Sustainability and Happiness.

In addition, the benchmarking team developed a Performance Measurement System Architecture and KPI Dashboard with a clear plan when the 15 performance measures would be reported (in some cases new systems would need to be put in place to collect the data). The progress achieved was reported to top management and on social media platforms (for example, on Instagram, Facebook) to promote the initiative to the general public.

Evaluate

The DCAS Benchmarking team assessed the preliminary impact of the project at the end of the Excellence Maker’s program although the full deployment would not be completed until 2021.

An important strategic outcome was the development of a performance measurement system with a full set of performance measures which includes a complete set of KPIs, descriptions, and appropriate benchmarks. The design reflected the need to move away from emergency response time as the prime measure and use other clinical (outcome-based) measures. The benchmarking project led to a major shift in how DCAS’ staff and stakeholders understand and use performance measures, this should lead to superior clinical outcomes by 2021.

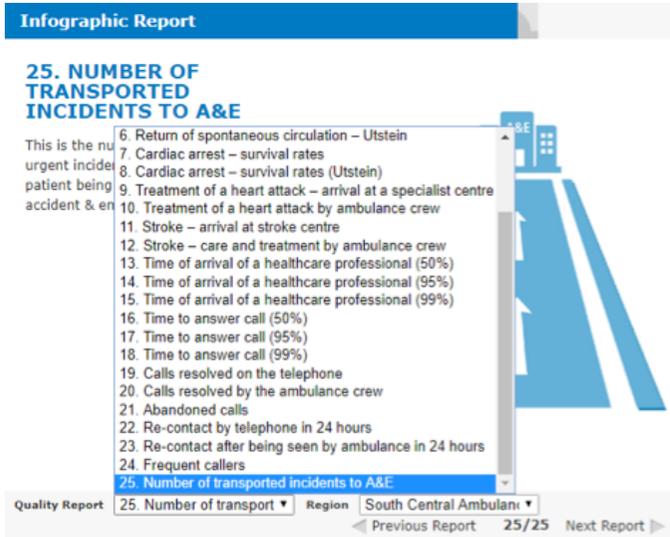


Figure 5.6: Ambulance Quality Indicators, NHS, UK

Dubai Corporation for Ambulance Services (DCAS)

Treat the Patient Not the Clock

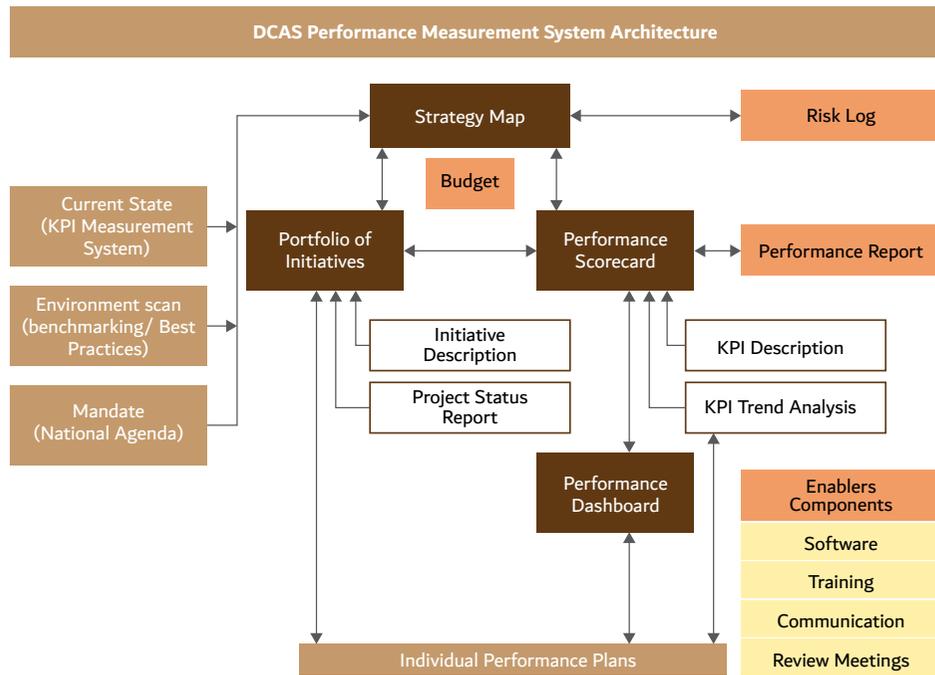


Figure 5.8: DCAS Performance Measurement System Architecture

Strategic goal	Suggested KPIs	2018	2019	2020	2021
Customers' happiness	Patient Satisfaction	2018			
Global standardization and governance in ambulance services	Trauma Outcome		2019		
international best practices in pre-hospital medical care future forecasting	Cardiac	2018			
	Response Time	2018			
	Percent Treated on Scene	2018			
	Paramedic per Population	2018			
Global standardization and governance in ambulance services	Stroke Outcome		2019		
Global standardization and governance in ambulance services	Patient Safety		2019		
Knowledge growth to our talent employee and aware society	Paramedic Qualification		2019		
Customers happiness	Staff Satisfaction	2018			
Global standardization and governance in ambulance services	Clinical Process			2020	
international best practices in pre-hospital medical care future forecasting	Response Time for Life Threat Cases			2020	
Global standardization and governance in ambulance services	Mortality Rate				2021
Financial sustainability	Cost per Call		2019		
Financial sustainability	Revenue Cost per call		2019		

Figure 5.9: DCAS KPI implementation plan

Operationally, through a focus on performance measurement and management, DCAS has observed an almost 10% reduction in ambulance accidents over a 12-month period. Financially, the optimization of resources has resulted in cost reduction from 800 AED to 772 AED per call response. Consequently, almost 1,200,000 AED has been saved in cost per response within the first quarter of 2018.

With respect to the culture within DCAS, the project has led to educating staff on the importance of performance measurement leading to a greater understanding and commitment of staff to DCAS' strategy.

Dubai Corporation for Ambulance Services (DCAS)

Treat the Patient Not the Clock

TERMS OF REFERENCE
Aim: To develop and implement a world class performance management system for ambulance services.
REVIEW
Situation analysis: The Dubai 2021 Plan has set a target of a 4-minute response time for all emergency calls. A situational analysis (involving a review of literature, workshops involving key stakeholders, feedback at conferences, meetings with experts and self-assessments) identified that such a target would not produce the desired clinical outcomes. Studies suggest only 2% of patients can benefit from a 4-minute response and that resources could be spent more wisely on improving clinical outcomes. Within the one-year time-frame of Dubai We Learn the benchmarking team aimed to propose a more holistically based performance measurement system with implementation of a selection of KPIs and by 2021 have in a place a world class performance management system.
ACQUIRE
Methods of learning: Desk-top research, site visits, video conferencing, conferences
Number of best practices identified via desktop research: 38
Number of site visits: 13
Number of organisations interviewed (by site visit or phone calls): 26
Names of organisations interviewed (by site visit) and countries: Roads and Transport Authority (UAE), General Directorate of Residency & Foreigners Affairs (UAE), Dubai Police (UAE), Abu Dhabi Police (UAE), Cleveland Clinic (Abu Dhabi, UAE), Dubai Health Authority (UAE), Egyptian Ambulance Services (Egypt), Oman Ambulance Services (Oman), Malaysian Ambulance Services (Malaysia), Saudi Red Crescent Ambulance Services (Saudi Arabia), Dharma platform (UK), KPI Institute (Australia), MEDIC - Mecklenburg EMS (USA).
Number of best practices identified via site visits: 10
Number of improvement ideas by the benchmarking team: 15
Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 63
Number of best practices/improvements ideas recommended for implementation: 10

DEPLOY
Number of best practices/improvements approved for implementation: 10
Description of key best practices/improvements approved for implementation: A performance measurement design architecture with 15 KPIs was proposed. This was developed by: 1. Learning from the KPI performance management systems used by ambulance services in the UK (15 to 25 KPIs), Australia (20 KPIs) and USA (35 KPIs) 2. Learning from the KPI Institute with the benchmarking team trained in performance measurement 3. Learning RTA's KPI Manual of classifying measures 4. Feedback from 62 of DCAS' staff on the performance measures to use 5. Utilisation of Health Failure Mode Effects Analysis (HFMEA) to identify the root cause of clinical issues.
EVALUATE
Key achievement: A performance measurement design architecture with 15 KPIs (including definitions and reporting system) was proposed with 6 KPIs implemented in 2018 and others to be implemented by 2021. The design reflected the need to move away from emergency response time as the prime measure and use other clinical (outcome-based) measures. The benchmarking project led to a major shift in how DCAS' staff and stakeholders understand and use performance measures. Already DCAS has improved performance, reducing the cost to respond to emergency calls by 1,200,000 AED within the first quarter of 2018, with superior clinical outcomes expected by 2021.

Non-financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> 20 staff were trained on performance measurement and one awarded a diploma. This led to a greater understanding and commitment to DCAS' strategy. Stakeholders were educated on the importance of performance measurement and selecting the right measures (and the need to change from response time being the prime metric). Developed a performance measurement design architecture with 15 KPIs proposed and 6 implemented. Application of HFMEA to identify the root cause of clinical issues. Three staff were awarded a diploma in HFMEA. Expected improvement in clinical outcomes due to a focus on patient outcomes rather than response time. This will help to improve the clinical competencies of staff, reduce the risk of road traffic accidents of ambulances while responding, and reduce medical errors and assure patient safety. Full implementation of the performance management framework by April 2021.
Financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> Already DCAS has improved performance in reducing the cost to respond to emergency calls from 880 to 772 AED per call. This has led to a saving of almost 1,200,000 AED within the first quarter of 2018. In the longer-term, large efficiency gains and better clinical outcomes are expected as a result of introducing a more holistic performance management system.

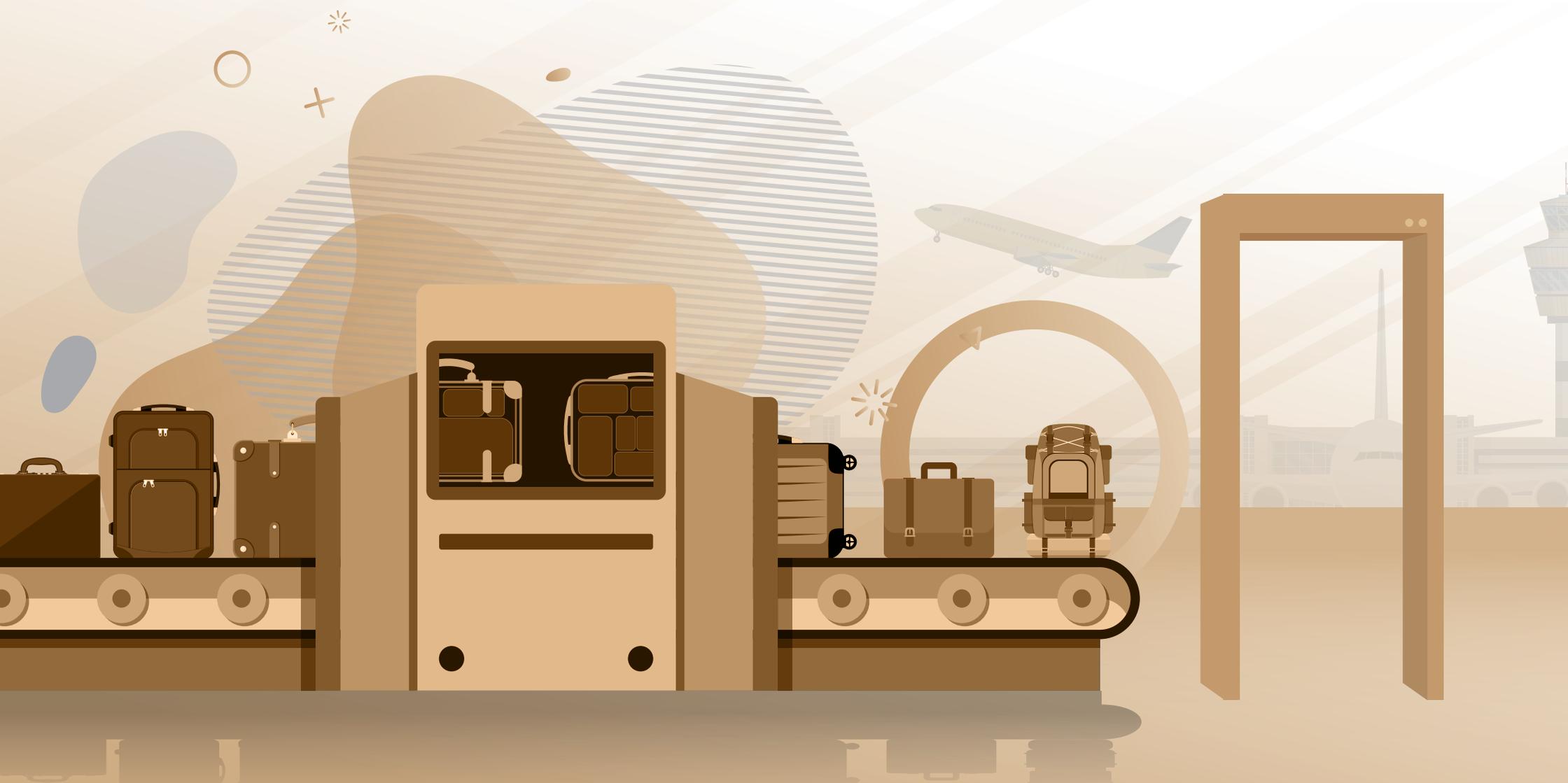
Status of project	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	12 April 2017	26 April 2017	11 July 2017	23 April 2017	16 March 2018
Finish:	25 April 2017	22 August 2017	23 October 2017	16 March 2018	29 March 2018

Figure 5.10: Summary of project achievements of DCAS within one year

Dubai Customs

Dubai Accredited Clients

Dubai Customs were awarded TRADE Benchmarking Proficiency Certificate (3-4 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The project aim was to improve the Dubai Customs' Client Accreditation Program and develop a "Blueprint" for a Dubai-Wide Client Loyalty Program.

Terms of Reference

Background

Dubai Customs launched their Client Accreditation Program in 2007. It was designed to strike a balance between Customs facilitation and clients' compliance by providing them with a unique, financial facility of "Unlimited Standing Guarantee" offered by no other Customs Administration in the World and encouraging overall compliance by the customer.

Based on the vision of Dubai Customs to support legitimate trade and its mission to protect the society, sustaining economic development through compliance, facilitation and innovation, a decision was made to review Dubai Customs Accreditation Program to further enhance it. In addition, and more importantly, Dubai Customs wished to explore if there was the potential to develop a Dubai-Wide Client Loyalty Program that could be offered by the whole government to reduce duplication in compliance procedures and reward businesses that are significant contributors to Dubai's economy and society.

The scope of the project would include the following:

- Assessing the current Client Accreditation Program
- Identifying best practices in Accreditation Programs and schemes in Government and Non-Government Organizations
- Benchmarking with best practice and deploying changes to Dubai Custom's Client Accreditation Program
- Identifying government entities that are potentially interested in a Dubai-wide Client Loyalty Program and benchmark with them
- Developing a Blueprint for a Dubai-wide Client Loyalty Program (including setting standards and benefits for the program)
- Gaining the support of a minimum of two other government entities in supporting the Blueprint

Project Aim

The overall project aim was to improve Dubai Customs' Client Accreditation Program by March 2018 and develop a "Blueprint" for a Dubai-Wide Client Loyalty Program by July 2018.

Review

The Dubai Customs team began the Review stage in November 2017. Requirements of the stage were discussed and ideas on how to best tackle this stage were brainstormed by the team. Various



Figure 6.1: Dubai Customs team receiving a 3-4 stars project trophy

activities were identified and allocated to the team members to action.

The existing Accreditation Program was studied to obtain a clear picture of its status. It was identified that there were 415 accredited clients with 61 being Government Entities and 315 Non-Governmental entities (with the majority from the Electronic and Automobile sector). On review, it was identified that the program was not as successful as envisaged with a low adoption rate (approximately 1% of all registered clients), 30 days to accredit clients was too long and the qualifying criteria for enrolment was

INTERNAL FACTORS			
Consider strengths and weaknesses with respect to your organisation's services and products, pricing, costs, profitability, performance, quality, people, skills, adaptability, brands, services, reputation, processes and infrastructure.			
STRENGTHS What do you do well? What unique resources can you draw on? What do others, such as your stakeholders, see as your strengths?		WEAKNESSES What could you improve? Where do you have fewer resources than others? What do others, such as your stakeholders, see as your weaknesses?	
1	The only Government Unit in Dubai that offers an Accreditation program for clients	1	There is only 1 level in our program
2	The only Customs administration in the UAE that offers temporary SG and Customs Credit Accounts on client's guarantee	2	There are minimal benefits in comparison to similar programs around the world
3	Robust and unique systems	3	Lack of recognition when interacting with all customs departments
EXTERNAL FACTORS			
Consider opportunities and threats with respect to changes in markets, competition, lifestyle changes, fashion, seasonality, economics, politics, society, culture, technology, environmental, media and laws.			
OPPORTUNITIES What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?		THREATS What threats could harm you? What trends can negatively affect you? What threats do your weaknesses expose you to?	
1	To set the foundation to establish a world class accreditation program to benefit both Dubai Customs and its partners	1	Increased competition from the Customs Administrations in the region
2	Increasing Customer Retention	2	Policy changes
3	To be a Pioneer in a government level accreditation program	3	Opening up of new ports providing alternate sea routes
4	Management support	4	Increasing cost of setting up Business in Dubai including cost of Business Real Estate Rentals
5	Existing program which can be improved	5	Government rules and regulations
6	Large customer base which can be enrolled into the program	6	Recruiting resources to manage the program
7	Accreditation program can be enhanced in future	7	Resistance from other government entities

Figure 6.2: Dubai Customs' SWOT analysis

not strongly aligned to Dubai's needs.

Exploratory discussions were held with business owners and potential clients to understand their perceptions of the program and how it could be improved. The team completed a SWOT analysis (Figure 6.2) to illustrate the challenges faced and on a fishbone diagram (Figure 6.3) ideas were shared on how to enhance the current accreditation system.

Furthermore, a survey of the existing accredited clients was carried out to evaluate their levels of satisfaction with the program. The survey had 90 respondents with 60% indicating they were highly satisfied with the Client Accreditation Program, 33% satisfied and 7% Neutral. These responses on their own indicated nothing wrong but with only 1% of clients benefiting from the program and from analysing the feedback from some of the questions it was obvious that the program could be substantially improved. Interviews with Dubai Customs' top 10 clients obtained further insights including that they wished to have more benefits across Customs procedures and departments, a number requested a dedicated Customs Account manager and most indicated that they would like to be recognised as a Dubai Customs Accredited Client at other Dubai Government Entities and benefit from other privileges to avoid duplication in bureaucracy and facilitate their business in Dubai.

Having gathered this information from different members of the team, a review of the findings was carried out by all team members. The team concluded that improvements were necessary to Dubai Customs' current Accreditation Program and that the idea to develop a "Blueprint" for a Dubai-Wide Client Loyalty Program should be further pursued.

Acquire

In undertaking the Review and Acquire stages there were severe

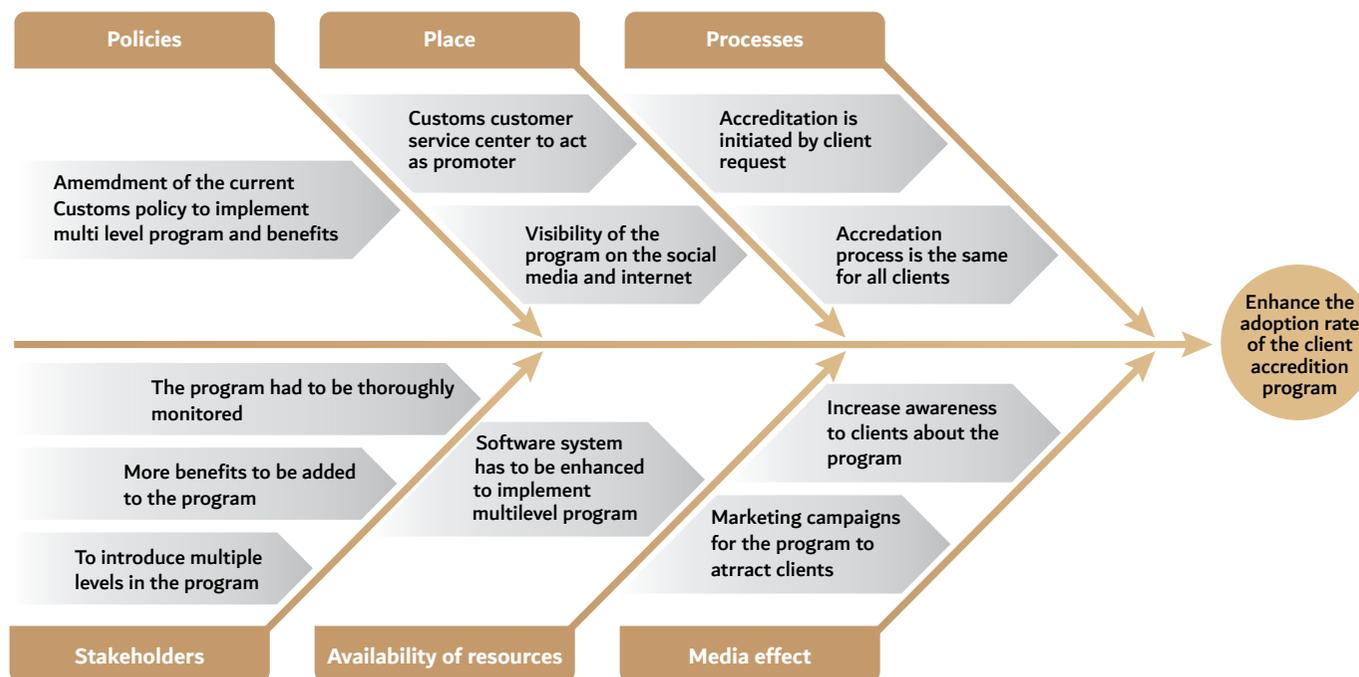


Figure 6.3: Fishbone diagram to enhance the adoption rate of the client accreditation system

project delays due to changes in team personnel and discussions on project direction. Initially the team had envisaged that they would spend most of their time developing a Blueprint for a Dubai-Wide Client Loyalty Client Program before realising that their own Client Accreditation Program could be significantly improved. Due to lack of time the team primarily relied on desk-top research for the Acquire stage.

The Dubai Customs team researched similar programs from other Customs' administrations and began to benchmark against the following programs and organisations:

- Trade First –Singapore Customs
- Secure Trade -Singapore Customs
- Preferred Trader- South Africa Revenue Service (Customs Administration)

- Australian Trusted Trader - Australian Customs
- United Arab Emirates Authorized Economic Operator - UAE
- Volvo Accredited Supplier – Sweden

However, whilst reviewing this initial research it appeared that this would only lead to incremental changes in the Client Accreditation Program. It was at this point the team had a major turning point in their project by deciding to widen the scope of their benchmarking criteria to include all loyalty programs. This led to the team deciding to benchmark the loyalty programs of Emirates, Rolls Royce and American Express. They were deemed suitable because the team found the underlying concept was more or less the same to an accreditation program. The concepts of “rewarding clients on total spend” and “auto enrolment into programs” were particularly appealing. To investigate applicability, the team revisited their current accreditation program and analysed several aspects including enrolment criteria and the process of enrolling. A key finding was that some non-accredited clients could actually be accredited clients but they were failing to be recognized and because the accreditation program was not strongly marketed to clients, they may not have been aware of the program. In addition, it was considered that the enrolment criteria should change to better reflect the overall contribution the client brought to Dubai and that a tiered structure with increasing benefits for each tier should be introduced.

Finally, the team carried out 2 site visits to two government entities in Dubai, Dubai Municipality and Dubai Economic Development, to discuss the idea of a Dubai-Wide Client Loyalty Program. The idea was well received, and the entities agreed to investigate this further.

Deploy

Following on from the Acquire stage a number of improvements were recommended for the Client Accreditation Program. These included introducing levels of recognition into the program, for



Figure 6.4: Dubai Customs' team discussing the findings from their benchmarking partners

example, platinum, gold and silver and redefining the qualification criteria for enrolment into the program. In addition, the enrolment process should be made easier with auto enrolment rather than the client having to submit an application. Other improvements planned included creating a control and monitoring process, designing a welcome pack, providing greater support for program clients and allocating an account manager for the highest level of program client.

In terms of developing and implementing a Dubai-Wide Client Loyalty Program a plan was devised included defining a marketing plan, conducting a workshop on the Dubai-Wide Client Loyalty Program to obtain greater stakeholder input, developing a draft

Blueprint and obtaining approval. Once approvals were received, there would be a pilot program before going live with full implementation.

Evaluate

At the official end of the project in April 2018, there was no time to deploy the projects findings, although all proposals had been agreed with senior management.

The new Client Accreditation Program, tentatively called the Al Furdah Loyalty Program, represents a major shift in direction and is likely to have 1,000's of clients in comparison to the current 415 accredited clients. The program is expected to save on resource for Dubai Customs and its clients (for example, enrolment time will be reduced from 30 days to 12 hours), increase compliance rates and assist businesses to grow in Dubai. In addition, the Dubai-Wide Client Loyalty Program has attracted interest from Dubai's senior leadership and is now under the umbrella of the Dubai 10X program with the potential to make a major contribution to Dubai's economy and society.



Figure 6.5: Alignment of the Dubai-Wide Client Loyalty Program with Dubai's 2021 plan

TERMS OF REFERENCE
Aim: To improve Dubai Customs' Client Accreditation Program by March 2018 and to develop a "Blueprint" for a Dubai-Wide Client Loyalty Program by July 2018.
REVIEW
Situation analysis: At the start of the project the benchmarking team anticipated that most of their time would be spent seeking best practices for developing a "Blueprint" for a Dubai-Wide Client Loyalty Program. It was envisaged that one program could be offered by the whole government to reduce duplication in compliance procedures and reward businesses that are significant contributors to Dubai's economy and society. The team perceived that its own Client Accreditation Program, which streamlined the compliance process for its own accredited clients, required only minor enhancements. However, the findings from the situation analysis (involving a survey and focus group of key clients) and subsequent Acquire stage of TRADE led to a major re-think and desire to completely over-haul the program. Some of the important findings were that there was an opportunity for growth in the number of accredited clients (415 represented only 1% of all registered clients), 30 days to accredit clients was too long, the program's benefits were not perceived as very attractive although customer satisfaction was at 93%, only one level of accreditation was offered, and the qualifying criteria for enrolment was not aligned to Dubai's needs. The situation analysis also confirmed interest from other government entities in developing a Dubai-Wide Client Loyalty Program.
ACQUIRE
The project was delayed due to changes in team personnel and project direction. Due to lack of time the team primarily relied on desk-top research for the Acquire stage. Key organisations learnt from: Singapore Trade First Program, South African Customs, Australian Trusted Traders, Rolls -Royce Enhance Program Ownership Program, American Express: Amex Centurion Card Program, Emirates Airlines Skywards Program and Jumeirah Group.
Methods of learning: Desk-top research, site visits
Number of best practices identified via desktop research: 44
Number of site visits: 2

Number of organisations interviewed (by site visit or phone calls): 2
Names of organisations interviewed (by site visit) and countries: Dubai Economic Development (UAE), Dubai Municipality (UAE)
Number of best practices identified via site visits: 3
Number of improvement ideas by the benchmarking team: Difficult to assess/many ideas came from desk-top research
Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 47
Number of best practices/improvements ideas recommended for implementation: 11
DEPLOY
Number of best practices/improvements approved for implementation: 11
Description of key best practices/improvements approved for implementation:
1. Introduction of levels of recognition into the program e.g. platinum, gold, silver 2. Redefining the qualification criteria for enrolment into the program 3. Changing the enrolment process to auto enrolment 4. Creating a control and monitoring process 5. Designing a welcome pack 6. Changing the name of the program to Al Furdah Loyalty Program 7. Providing greater support for program clients 8. Allocating an account manager for the highest level of program client.

EVALUATE
Key achievement: Development and piloting of the Al Furdah Loyalty Program (with 1,000's of clients expected) to replace the Client Accreditation Program (415 accredited clients) represents a major shift in direction. The new program will save on resource for Dubai Customs and its clients (for example, enrolment time will be reduced from 30 days to 12 hours), increase compliance rates and assist businesses to grow in Dubai. In addition, the Dubai-Wide Client Loyalty Program has attracted interest from Dubai's senior leadership and is now under the umbrella of the Dubai 10X program with the potential to make a major contribution to Dubai's economy and society.
Non-financial benefits achieved within one year and expected future benefits:
Expected benefits of Al Furdah Loyalty Program (the program is in a pilot phase with 10 clients):
<ul style="list-style-type: none"> Enrolment time into Client Accreditation Program reduced from 30 days to 12 hours Increased number of benefits provided to clients increased from 2 to 17 Enhanced relationships with clients and increased customer happiness. Better utilization of resources with Dubai Customs being able to focus more attention on clients that are potentially non-compliant and not part of the loyalty program Improved competitiveness of clients due to reduced compliance costs and enhanced reputation for those enrolled in the loyalty program.
The Dubai-Wide Client Loyalty Program is progressing quickly and has attracted interest from Dubai's senior leadership with support gained from the Dubai10X program.

Status of project	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	16 April 2017	12 November 2017	25 December 2017	15 March 2018	6 January 2019
Finish:	11 December 2017	25 December 2017	28 March 2018	20 July 2018	19 February 2019

Figure 6.6: Summary of project achievements of Dubai Customs within one year

Dubai Electricity & Water Authority (DEWA)

AFKARI Ideas Management System

DEWA were awarded TRADE Benchmarking Proficiency Certificate with Commendation (5-6 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to identify and implement best practices in idea generation to improve the employee engagement rate with the AKFARI Idea Management System

Terms of Reference

Background

DEWA's vision is to be "A Sustainable innovative world-class utility". Supporting its vision is an innovation policy and strategy which clearly defines its innovation process and commitment to innovation. To facilitate innovation throughout the organization, DEWA has created an innovation framework (ecosystem) to ensure all divisions and processes are aligned to achieve strategic objectives.

In February 2015, DEWA transitioned to using a Hype Innovation Software System for idea generation after comparing the features of a number of systems. DEWA named their system AFKARI. Whilst the AKFARI system has been tailored to DEWA's needs and shown a good return on investment for ideas, its use by employees per month had stayed static since launch with approximately 30 ideas submitted per day. It was therefore important to undertake a project to increase its usage and raise the quality of ideas.

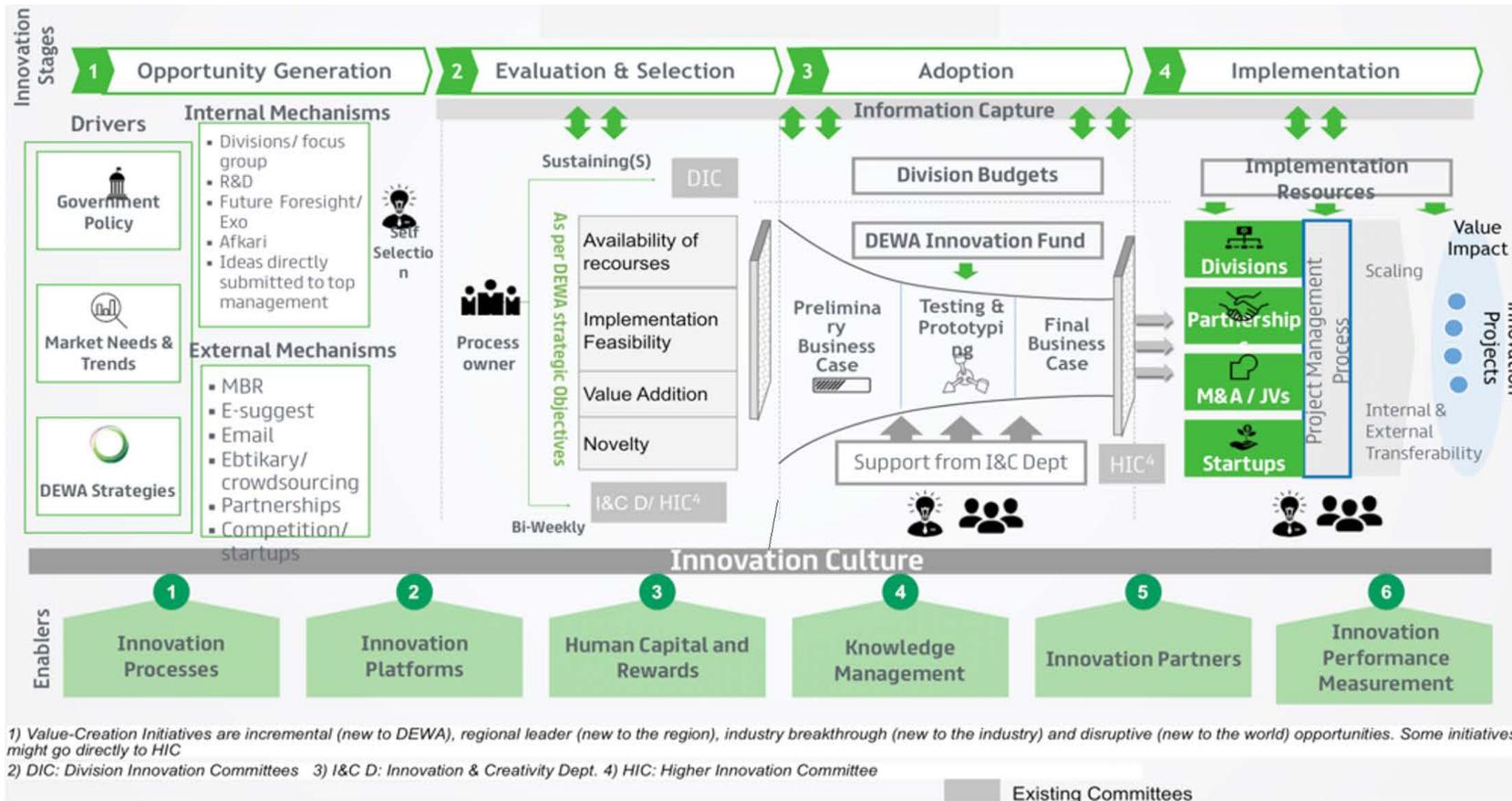


Figure 7.1: DEWA's innovation ecosystem

Dubai Electricity & Water Authority (DEWA)

AFKARI Ideas Management System



Figure 7.2: AKFARI Ideas Management System



Figure 7.3: DEWA team receiving a 5-6 stars project trophy

Project Aim

The aim of the project was to identify and implement best practices in idea generation to improve the employee engagement rate with the AKFARI Idea Management System from 23% in 2016 to at least 40% by April 2018, while improving the quality of ideas and implementation rate from 42% to 50%.

Review

During the Review stage, the DEWA benchmarking team (Figure 7.3) thoroughly reviewed the AKFARI process and its success to date. Through a situation analysis the benchmarking team identified a lower than desired employee engagement rate of 23% (the number of employees who submitted at least one idea in a year to the total number of eligible employees) and an implementation rate of 42%. Through brainstorming, process analysis, surveys and analysing AKFARI data the team identified that the majority of AKFARI users, 89%, were satisfied with the system but the evaluation time for ideas and implementation rate needed improvement. Also, of key concern was that 77% of employees had not used the system. Reasons for this were identified as lack of access to AKFARI by 25% of employees (primarily low-grade employees and those working off-site), lack of relevant idea campaigns in some departments/divisions, lack of time to log ideas due to workload issues, lack of clarity in the role of creativity champions in promoting AKFARI, and ideas from all ideas' channels not being logged into AKFARI.

An analysis of the AKFARI data revealed that ideas campaigns and events played a crucial role in generating ideas. Campaigns typically run for 2-4 weeks and were sponsored by a department/business owner. Campaign ideas are enriched by comments and voted on. The "UAE Innovation Week" in November 2015 had a tremendous impact on participation with the largest spike in submission of ideas and comments and visitors as shown in Figure 7.4.

Dubai Electricity & Water Authority (DEWA)

AFKARI Ideas Management System

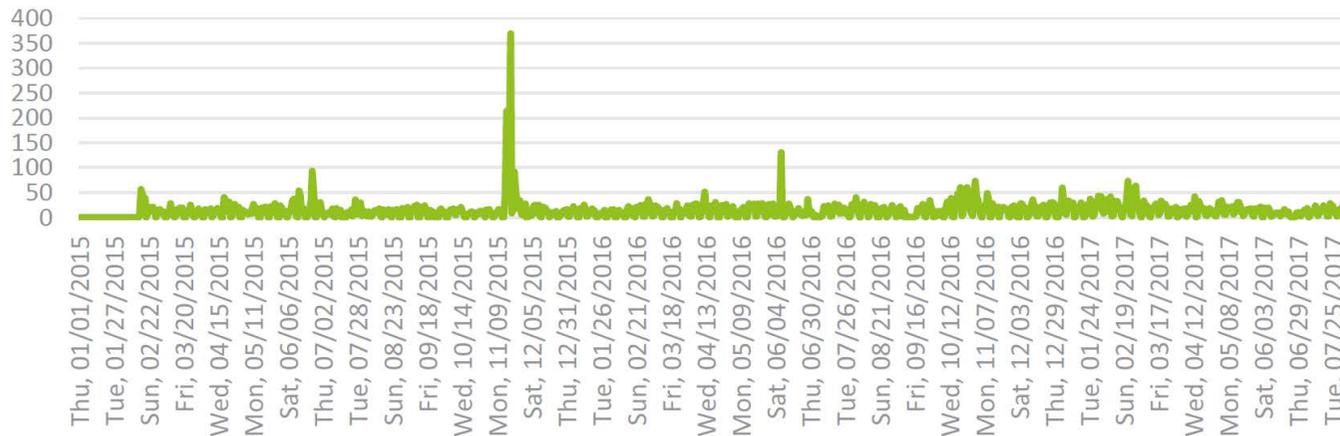


Figure 7.4: Number of submitted ideas per day



Figure 7.5: DEWA team visiting Singapore's National Water Agency

Acquire

During this stage of the benchmarking project, the team undertook desk-top research, surveys, site visits and held discussion forums. In total 107 best practice ideas were collected.

The team tried to take advantage of every opportunity to research and learn best practices from leading organisations. For example, during pre-scheduled participation at the HYPE forum in Germany, members of the team explored some international best practices, which they logged and evaluated. Some of these practices such as the Innovation toolkit were implemented based on their value (impact and ease of implementation).

With the assistance of COER, the DEWA benchmarking team was successful in identifying potential benchmarking partners. In total, 14 benchmarking visits were carried out to organisations in Singapore, Germany, Saudi Arabia and Switzerland. The organisations visited were: ST Engineering (Singapore), OCBC Bank (Singapore), SP group (Singapore), MPA Singapore, SCDF (Singapore), National Library Board (Singapore), Immigration Checkpoint Authority (Singapore), PUB Singapore's National Water Agency. In Germany, the team visited Air Bus 10, Hype Innovation, Wilo and Trend One. Other organisations visited were Almajdouie Group (Saudi Arabia) and ATIZO 360 (Switzerland). Figure 7.5 shows the DEWA team visiting Singapore's National Water Agency.

Some of the best practices identified during the benchmarking visits to Singapore were:

- All the companies visited applied the Hybrid approach for Innovation with an innovation department/section in each division
- Each division is responsible for their innovation events/trainings/projects and activities.
- Representatives from each division meet monthly and discuss innovation and share ideas and knowledge.



Figure 7.6: Muna Al Zaabi, Team Leader for the Benchmarking Project, introducing the Hackathon

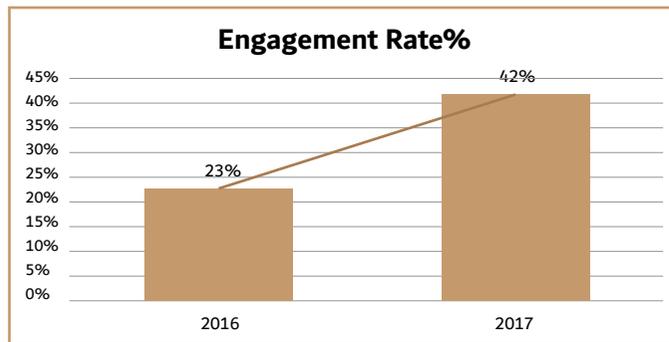


Figure 7.7: Improvement in engagement rate

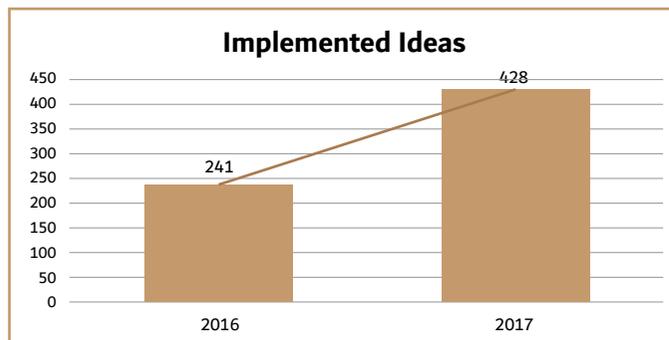


Figure 7.8: Improvement in number of implemented ideas

- Each division has a dedicated Innovation Budget.
- One main Innovation Department supports and facilitates innovation with the others.
- Each Division has its KPIs and objectives for Innovation.
- Innovation is embedded in every department and in every employee's performance reviews.
- Top Management is closely involved with employees and push for innovative ideas
- Innovation is seen as a part of everyday work and a major reason for success.
- Employees are trained and encouraged to find problems, issues, challenges within each department to find ideas/solutions
- Innovative employees receive special attention, budget, trust and confidence to execute their ideas and select their own teams for implementation
- Multiple Creativity Rooms are prepared for meetings and brainstorming. These are co-designed by employees for their comfort
- 10% of employee's time is dedicated for Innovation which they can spend freely

Deploy

In total, 20 improvement ideas were approved for implementation. These included using Innovation and Creativity Champions to actively support AKFARI, adding new features to AKFARI such as Trend Explorer to encourage employees to think how the latest technology could be applied, and develop Kiosks for the 25% of employees that could not access AKFARI. An Innovation Program (Innovation Box) was initiated to raise awareness of DEWA's Innovation Strategy and provide tools for innovation, whilst a new E-Learning Tool trained people on innovation. Hackathons were introduced to stimulate innovation with six being undertaken during the course of the project. One hackathon aimed at providing ideas

on how to make a national event (EXPO2020) the most hospitable event in the world and involved the participation of more than 70 employees from different divisions. Alongside this more idea campaigns were planned and undertaken.

In the longer term, DEWA are planning to move away from a centralised approach to innovation to a hybrid innovation system due largely to the findings from Singapore. The benchmarking project led to the realisation that there was great potential for enhancing, not only the idea management system "AFKARI", but also the whole Innovation ecosystem in DEWA. A hybrid innovation system offers the potential to engage more employees and ensure innovation initiatives are more related to daily work.

Evaluate

During this stage, the DEWA benchmarking team analysed the results of the activities deployed. Early results demonstrate the success of the project with an increase in the engagement rate from 23% in 2016 to 42% in 2017 (Figure 7.7) and an increase in implemented ideas from 241 in 2016 to 428 in 2017 (Figure 7.8) and improvements in the idea implementation rate from 42% in 2016 to 47% in 2017.

One of the key reasons for the increased engagement rate was due to increasing the number of campaigns from 13 in 2016 to 20 in 2017. The emphasis on campaigns was accompanied by an increase in employee satisfaction about the campaigns from 73% in 2016 to 91% in 2017. With these improvements, it is projected that savings and/or revenue generated will be worth 100's of millions AED (based on previous returns of investment from implemented ideas).

TERMS OF REFERENCE
<p>Aim: To identify and implement best practices in idea generation to improve the employee engagement rate with the AKFARI Idea Management System from 23% in 2016 to at least 40% by April 2018, while improving the quality of ideas and implementation rate from 42% to 50%.</p>
REVIEW
<p>Situation analysis: Innovation is central to DEWA's vision and mission and supported by an innovation framework (eco-system). A key component for generating ideas is the AKFARI Ideas Management System. Through a situation analysis the benchmarking team identified a lower than desired employee engagement rate of 20% (the number of employees who submitted at least one idea in a year to the total number of eligible employees) and an implementation rate of 42%. Through brainstorming, process analysis, surveys and analysing AKFARI data the team identified that the majority of AKFARI users, 89%, were satisfied with the system but the evaluation time for ideas and implementation rate needed improvement. Of key concern was that 80% of employees had not used the system. Reasons for this were lack of access to AKFARI by 25% of employees (primarily low grade employees and those working off-site), lack of relevant idea campaigns in some departments/divisions, lack of time to log ideas due to workload issues, lack of clarity in the role of creativity champions in promoting AKFARI, and ideas from all ideas' channels were not being logged into AKFARI.</p>
ACQUIRE
<p>Methods of learning: Desk-top research, surveys, site visits, forums Number of best practices identified via desktop research: 58 Number of site visits: 14 Number of organisations interviewed (by site visit or phone calls): 14 Names of organisations interviewed (by site visit) and countries: Singapore: ST Engineering, OCBC Bank, SP group, MPA Singapore, SCDF, National Library Board, Immigration Checkpoint Authority, PUB Singapore's National Water Agency. Germany: Air Bus 10, Hype Innovation, Wilo 12. Trend One. Others: Almajdouie Group (Saudi Arabia) 14. ATIZO 360 (Switzerland).</p>

<p>Number of best practices identified via site visits: 49 Number of improvement ideas by the benchmarking team: Not listed Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 107 Number of best practices/improvements ideas recommended for implementation: 20</p>
DEPLOY
<p>Number of best practices/improvements approved for implementation: 20</p> <p>Description of key best practices/improvements approved for implementation:</p> <ol style="list-style-type: none"> Using Innovation and Creativity Champions to actively support AKFARI AFKARI health-check to further identify issues Kiosks for employees that could not access AKFARI Trend Explorer incorporated into AKFARI Innovation Program (Innovation Box) to raise awareness and provide tools for innovation Hackathons to stimulate innovation Develop a Hybrid Innovation approach Run more ideas campaigns in divisions Intellectual property support Provision of more innovation tools Innovation E-Learning Tool Improvements to innovation week

EVALUATE
<p>Key achievement: Identification and implementation of 13 best practices (from 20 approved) within a one-year time frame leading to an increase in idea engagement rates from 23% in 2016 to 42% in 2017, an increase in the number of implemented ideas from 241 in 2016 to 428 in 2017 and improvements in the idea implementation rate from 42% in 2016 to 47% in 2017. This is projected to lead to an increase in the return of investment from ideas worth 100's of millions AED.</p>
<p>Non-financial benefits achieved within one year and expected future benefits:</p> <ul style="list-style-type: none"> Engagement rates increased from 23% in 2016 to 42% in 2017 The number of implemented ideas increased from 241 in 2016 to 428 in 2017 Improvement in the implementation rate from 42% in 2016 to 47% in 2017 The number idea generation campaigns increased from 13 in 2016 to 20 in 2017. Expected future benefits are likely to be significant once all the best practices are fully implemented.
<p>Financial benefits achieved within one year and expected future benefits:</p> <ul style="list-style-type: none"> Too early to assess but expected to be in the 100's of millions of AED due to the increase in the number of ideas and a higher implementation rate.

Status of project	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	1 April 2017	1 May 2017	1 February 2018	1 March 2018	1 April 2018
Finish:	1 May 2017	15 September 2017	15 September onwards	15 September onwards	1 April 2018

Figure 7.9: Summary of project achievements of DEWA within one year

Dubai Government Human Resources Department (DGHR)

Launching a Dubai Government HR Think Tank

Dubai Government Human Resources Department (DGHR) were awarded TRADE Benchmarking Proficiency Certificate with Commendation (7 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



Dubai Government Human Resources Department (DGHR)

Launching a Dubai Government HR Think Tank

The aim of the project was to launch a **Dubai Government Human Resources Think Tank**.



Figure 8.1: DGHR team receiving a 7 stars project trophy

Terms of Reference

Background

Dubai Government Human Resources Department (DGHR) was established in November 2009 with a mission to strengthen the role and contribution of Human Resources in Dubai's public sector and to support the government's efforts in advancing performance and serving society. As part of its core business, DGHR is required to conduct research and benchmarking studies to update Dubai Government Human Resource (HR) law, systems, and policies. To do this DGHR has mostly relied on outsourcing for research or, in some cases, used its limited in-house capabilities. It was decided that the current approach was not adequate to support the future needs of government. DGHR is required to offer ground breaking, innovative HR services, reflecting the overall innovation drive of Dubai Government. Therefore, the benchmarking project was started to investigate the value and feasibility of launching a HR Think Tank to shape the future of the HR profession, define key practices and influence local and regional practices.

Project Aim

The aim of the project was to launch a Dubai Government Human Resources Think Tank for future shaping, research driven decision making and pioneering HR's role for Dubai Government. It was decided within the one-year time frame of Dubai We Learn to prepare a comprehensive Blueprint for setting up a DGHR Think Tank specifying potential services, roles and responsibilities, organization structure, and required resources.

For this project as it was so important to all government entities, DGHR identified their key stakeholders as shown in Figure 8.2, and designed a detailed communication plan to ensure that the needs of its stakeholders were considered and that they were involved throughout the project.

S.No.	Stakeholder's Detail	Role/Relationship with DGHR	Major Requirements & Expectations	Project Phase of Interest	"Internal or External to Project"	Type of Support	"Power (1 - low to 5 - high)"	"Interest (1 - low to 5 - high)"	"Key Stakeholder (Yes or No)"
1	The Executive Council	Governing Body	As a governing body for DGHR as well as Dubai Government, The Executive Council will be interested to know the contribution made by HR Think tank in strengthening Dubai's leading practices.	Phase 1, 2 and 3	External	Supportive	4	3	Yes
2	Dubai Government Entities (Big entities such as DHA, RTA, Dubai Municipality)	End users/ customers for DGHR services	Dubai Government large entities will be keen to acquire up-to-date research to deal with future challenges (e.g. future jobs, vanishing professions, re-skilling people for new roles) and they would also need appreciate support in implementation of existing/new HR systems (such as Performance management, competencies etc. possible through offering consulting services)	Phase 1, 2 and 3	External	Cautious	3	3	Yes
3	Dubai Government Entities (Medium to small entities)	End users/ customers for DGHR services	Medium size entities would like to acquire up to date research to deal with future challenges (e.g. future jobs, vanishing professions, re-skilling people for new roles) besides support in adapting Dubai's successful experience of HR innovation (e.g. reinventing/modifying their systems through consulting services based on DGHR's knowledge and expertise). Their support level for DGHR Think tank would be higher than the big entities as they at their own have limited resources to work within HR unlike established HR departments within big government entities.	Phase 1, 2 and 3	External	Supportive	3	4	Yes
4	UAE Government (FAHR, SHJ, AHU, Ministries after establishment for service delivery)	End users/ competitors/ potential customers for DGHR services	UAE Government entities would be keen for HR studies/research/ benchmarking about HR efficiency. Also 'What works' in local context (for leadership development, succession planning) is a great area of their interest.	Phase 3	External	Cautious	1	3	No
5	Semi Government (Emirates, DAFZA, Airports, Etisalat, Du, DWTC, Expo 2020, Dubai Investment)	End users/potential customers for DGHR services	Since Dubai usually defines the practices for the region, Best practice guide to follow for emerging issues (such as Emiratization, expat pensions, automation) is also important for them.	Phase 4	External	Unaware	1	2	No

Figure 8.2: DGHR conducted a Stakeholder Analysis

Dubai Government Human Resources Department (DGHR)

Launching a Dubai Government HR Think Tank

DGHR TOWS ANALYSIS

Review

The DGHR benchmarking team began the project by conducted a brainstorming session and undertaking a fishbone analysis, SWOT

analysis and a more complex TOWS analysis, refer to Figure 8.3. These activities helped DGHR to achieve a realistic situational assessment.

Opportunities (O)

- 1 Demand for research information
- 2 A need for talent prediction and future forecasts
- 3 Forecasted Growth in Dubai economy
- 4 Focus on big Data and access to HR data
- 5 Tap into a stronger advisory role for DGE
- 6 Need for advisory for UAE Government
- 7 Absence of key MENA and Asia HR Think tank
- 8 A need for a specialized HR solutions related to expat-dominated economies and other specific demographics
- 9 Strong need for developing UAE nationals and leadership potential

Threats (T)

- 1 Technological advancement in the market
- 2 Overlapping mandates with other DGE
- 3 Emerging new fields and abolishment of existing fields and ability to forecast and cope
- 4 Availability of perceived better alternatives
- 5 Change in leadership might affect priorities (cancel project)
- 6 Change in leadership might slow down progress
- 7 Weakening trust amongst customers and central government due to slow decision making and implementation
- 8 Inability to measure success/achievements

Strengths (S)

- 1 Specialized Resources focused on HR & Government Domains
- 2 DGHR's Knowledge of Government sector in Dubai
- 3 Authority as a central DGE
- 4 Part of Progressive strong Government
- 5 Demand for HR advisory services
- 6 Control over HR Law
- 7 Positive Perception of public and other governments
- 8 Access to Data and reach to HR WF within DGE
- 9 Affiliation with HR bodies

(SO)

- 1 Leverage position in Government and focus on big data and analytics abilities
- 2 Extend service offerings to include advisory and analytic capabilities
- 3 Pioneer Avant guard leadership development approaches
- 4 Offer targeted HR research and other services through existing capabilities and leveraging off affiliations with HR bodies to DGE
- 5 Focused research on Future challenges and key solutions facing UAE nationals in Dubai and introduce proactive measures for a sustainable economy
- 6 Expand assistance to DGE to include implementing a succession management system to ensure business continuity

(ST)

- 1 Leverage expertise in HR and public sector to market offerings including new research center
- 2 Develop a marketing campaign targeted at DGE to clarify service offerings and highlight unique selling point in comparison to external alternatives
- 3 Work with DGE on Workforce Planning initiative to determine risks of technology on jobs and other trends in order to channel the required capabilities
- 4 Increase the role of PMO and create a communication plan to increase transparency and accountability
- 5 Strengthen strategic planning with required systems and infrastructure to enable measuring performance and ROI for various DGHR services

Weaknesses (W)

- 1 DGHR transitional stage of leadership
- 2 Limited Funds compared to mandate
- 3 Weak marketing and PR
- 4 Lack of internal transparency
- 5 Unclear strategic planning and prioritization
- 6 Lack of PMO and change management
- 7 Weak alignment with TEC and central Government Entities
- 8 Slow Decision making
- 9 Not up to date in implementing systems
- 10 Lack of proper IT infrastructure to scale
Insufficient human resources
- 11 Lack of standardization of some key processes
- 12 Perception of weakness on transparency and capabilities among some of the big 5 Dubai Gov. Entities

(WO)

- 1 Market capabilities and offerings and create more transparency
- 2 Focus on strategic planning / PMO and Change with new leadership as a priority
- 3 Strengthen alignment with TEC and central government entities on initiatives
- 4 Strengthen PMO internally and align with Government of Dubai
- 5 Strengthen Change Management capabilities
- 6 Strengthen advisory bench and service offerings
- 7 Leverage the TRADE methodology to highlight need for Research Center
- 8 Develop strategy to address HR systems and integration of systems while addressing maturity of HR practice across all DGE
- 9 Conduct focus groups with Big 5 DGE to address service offerings particularly around Research and analytics capabilities

(WT)

- 1 Shift scope of research center to only basic service and for DGHR purposes as a first phase
- 2 Market existing offerings and new services to leverage off perception regionally and internationally as well as align with Government of Dubai achievements

Figure 8.3: TOWS Analysis

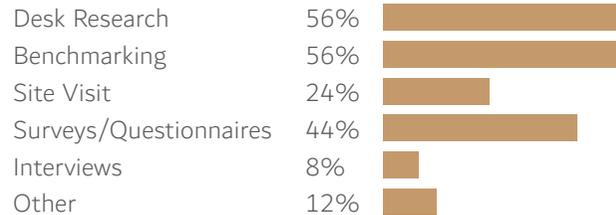
Dubai Government Human Resources Department (DGHR)

Launching a Dubai Government HR Think Tank

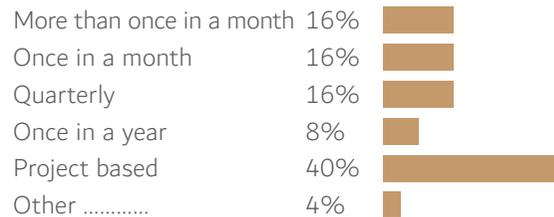


Figure 8.4: DGHR team conducting a brainstorming session

1- What do you classify as a mode of research you used before from the list below? Click as many as applicable



2- On an average, how frequently do you use research services for HR in your organization?



3- What is the key interest area(s) with in HR in next 5 years, click as many as relevant:

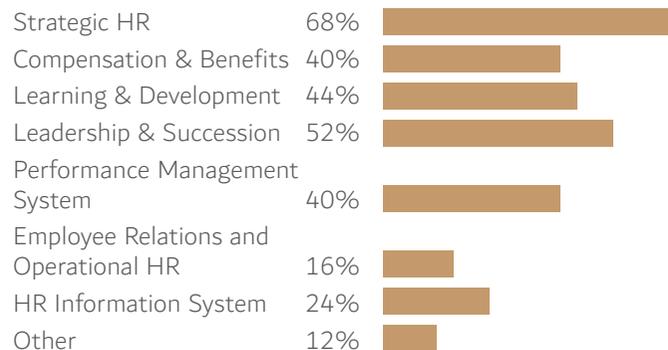


Figure 8.5: Part of DGHR HR survey to understand Dubai's Gov. needs

Other activities carried out at this stage included:

- Focus group interviews with DGHR's staff to gather their feedback about the areas that DGHR needs to work on and how a Think Tank can improve the current situation through research and studies.
- A brainstorming workshop for Directors and Heads of Sections of Dubai Government entities. Their input as primary customers of DGHR was critical.
- A survey of HR staff within Dubai Government to obtain their views. Refer to Figure 8.5
- Exhaustive desktop research to understand leading practices, core services, operating models, challenges and opportunities of HR Think Tanks. The role of Government-based Think Tanks and competitive positioning of regional Think Tanks in the MENA region were also investigated. The preliminary research focused on more than 100 Think Tanks.
- Analogous simulation was used to explore potential services for DGHR. Each team member explored different environments to understand the alternate way of providing services. For example, considering a DGHR Smart Library, the team explored how the iTunes library works and how people can download information.

Acquire

The team selected almost 102 Think Tanks from which to shortlist potential benchmarking partners. Using the criteria for shortlisting, the team assigned a numerical value for each criterion and evaluated all the Think Tanks. A cut-off score to select potential partners was determined and 25 local and international Think Tanks met the cut-off score. The team considered international site visits in three geographical locations – Europe, US and Asia. The DGHR benchmarking team received good responses from US-based Think Tanks and they selected six international Think Tanks for site visits.

Dubai Government Human Resources Department (DGHR)

Launching a Dubai Government HR Think Tank



Figure 8.6: DGHR team visiting SHRM (US)



Figure 8.7: DGHR team visiting RAND Corporation (US)



Figure 8.8: DGHR team visiting US Office of Personnel Management (US)

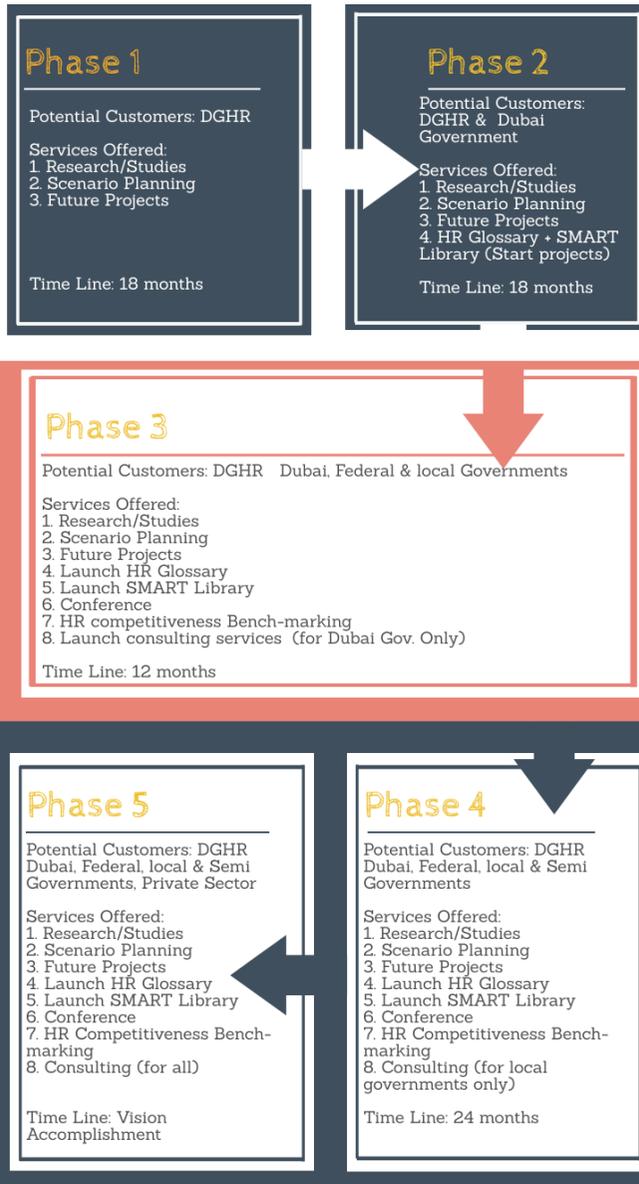


Figure 8.9: Five phases of implementation plan

At this stage of the visit preparation, DGHR had a new Director General (November 2017) and the entire benchmarking project had to be explained and re-approved before going ahead with any international visits. This was successfully done.

Before the site visits, the team identified a detailed list of questions to be asked in the chosen areas of focus. The collection of data started with visits to local Think Tanks (July-October 2017) and followed by visits to international Think Tanks (December 2017). A total of 9 Think Tanks (3 local and 6 international) were visited and 63 ideas were collected. The Think Tanks visited were The RBL Group (US), RAND Corporation (US), SHRM (US), Brookings (US), United States Office of Personnel Management (US), Inter-American Development Bank (US), Delma (UAE). In addition, a virtual visit via video conferencing was carried out with Bersin (US)

Deploy

Based on the information from the Acquire stage, the benchmarking team prepared a detailed report for the Director General including a list of all ideas to be implemented. Following a meeting where support from senior management was reiterated, it was agreed that improvement ideas would be implemented in a 5-phase approach, refer to Figure 8.9

The team decided to implement Phase 1 in 2018 to focus primarily on current projects. To enable this, the team developed an action plan including the allocation of duties to relevant stakeholders. Once the action plan was approved, the team shared the findings of the benchmarking exercise with DGHR staff and Dubai Government entities at a HR Multaqa gathering, refer to Figure 8.10. The gathering served as a follow-up to initial workshops held in August 2017.

Dubai Government Human Resources Department (DGHR)

Launching a Dubai Government HR Think Tank



Figure 8.10: DGHR organised a HR gathering (HR Multaqa)

The DGHR team subsequently signed MoUs with the following strategic partners - RAND Corporation (partnering for policy making expertise), SHRM (partnering for HR specific expertise), US Office of Personnel (partnering for Government specific expertise specially as a governing body of HR), Emirates University (for academic access) and B'huth (for Dubai based data and local reach).

The DGHR team's final version of the Blueprint, a 73-page document, was presented to the Director General who thereafter gave formal approval. The approved Blueprint specified the mission, vision, strategy and business case for the planned Think Tank. In addition, an operating model for delivery of the Think Tank as well as a five-year budget and expected Return on Investment. Finally, there was a press release announcing the launch of the DGHR Think Tank.

Evaluate

The most important measure of success was the widespread stakeholder agreement to a Blueprint for a Dubai Government Think Tank to shape the future of HR within Dubai. The vision of the Think Tank has been initially set as "Pioneering HR for the world" with three prime services; research, smart library and consulting services.

Expected future benefits include setting standards of superior HR services through bridging gaps between academic knowledge and practical implementation, translating the vision of a pioneering Government as per Dubai Plan 2021 and improving Dubai's 45th position in the Human Capital Index. The Think Tank is expected to save about AED 6 million per year on outsourcing of research to support DGHR's policies and programs as well as approximately AED 5 million per year for Dubai Government entities on outsourcing/consulting where the entities lack HR expertise to implement different initiatives. The Think Tank is expected to save up to AED 4,206,007 per year through improving the productivity of Dubai Government employees using various efficiency and effectiveness tools (current productivity index = 2.1 hours, targeted productivity index = 3 hours) with the potential to achieve a total return on investment of 100's of millions AED through providing leading edge research and initiatives that drive employee engagement and innovation.

Dubai Government Human Resources Department (DGHR)

Launching a Dubai Government HR Think Tank

TERMS OF REFERENCE
Aim: Launching a Dubai Government Human Resources (DGHR) Think Tank for HR future shaping, research driven decision making and pioneering HR's role for Dubai Government.
REVIEW
Situation analysis: An in-depth analysis of DGHR's current capabilities and strategy, current state of HR research in the Middle East and worldwide, and feedback from key stakeholders through interviews/workshops and surveys led to the conclusion there was a need for a Think Tank to shape the future of HR within Dubai's government and transform DGHR into a more 'agile' government entity – well prepared to respond to future challenges in technology, geopolitical situations and financial realities. Within the one-year time-frame of Dubai We Learn the team decided to prepare a comprehensive Blueprint for setting up a DGHR Think Tank specifying potential services, roles and responsibilities, organization structure, and required resources.
ACQUIRE
Methods of learning: Desk-top research, site visits, phone calls. Number of best practices identified via desktop research: 24 (and 102 Think Tanks studied) Number of site visits: 9 Number of organisations interviewed (by site visit or phone calls): 10 Names of organisations interviewed (by site visit or phone calls) and countries: Delma Institute (Abu Dhabi, UAE), Emirates Center for Strategic Studies and Research (Abu Dhabi, UAE) b'huth, Dubai Public Policy Centre (Dubai, UAE), Bersin and Associates (USA) Brookings Institution (USA) Rand Corporation (USA) SHRM Foundation (USA) RBL Institute (USA) Office of Personnel Management (USA), Inter-American Development Bank (USA) Number of best practices identified via site visits: 56 Number of improvement ideas by the benchmarking team: 7 Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 87 Number of best practices/improvements ideas recommended for implementation: 63
DEPLOY

Number of best practices/improvements approved for implementation: Major recommendation approved which was sign-off of the Blueprint for a HR Think Tank. Description of key best practices/improvements approved for implementation: 63 best practices shaped the Blueprint proposal including: 1. Mini HR Forums - hour-long video calls or meetings discussing current challenges 2. Share research data using a variety of formats such as presentations, videos, fact books, benchmarking reports and webinars. 3. Engage a permanent panel of respondents in different research studies (especially longitudinal studies). 4. Adopt a simple organization structure that supports key deliverables such as Research Ideation, Execution and Content Delivery 5. HR benchmarking across government entities 6. Attract multiple sources of funding to reduce reliance on government funding. 7. Pilot innovations through a HR Innovation Lab. 8. Provide guidance to on-line library users 9. Hire an artist to enhance the visual appeal of research findings 10. Recruit people with complimentary skill sets for the Think Tank.
EVALUATE
Key achievement: Development and widespread stakeholder agreement to a Blueprint for a Dubai Government Think Tank to shape the future of HR within Dubai. The Blueprint consists of a 73-page document describing the purpose, structure, services and operating model of the Think Tank. The vision of the Think Tank has been initially set as "Pioneering HR for the world" with three prime services; research, smart library and consulting services. These services are expected to achieve a return on investment of 100's of millions AED through driving employee engagement and innovation in the government sector.

Non-financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> Developed a Blueprint for a Think Tank to shape the future of HR that achieved widespread stakeholder support Learning/competency building of the benchmarking team in benchmarking, project management, Think Tank operation, risk management and financial projections. Expected future benefits include setting standards of superior HR services which meet the vision of a pioneering Government as per Dubai Plan 2021 and improving Dubai's 45th position in the Human Capital Index.
Financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> Completion of the project at a lower cost than if it had been outsourced and achieved quality outcomes. <p>Future savings are expected to be:</p> <ul style="list-style-type: none"> AED 6 million per year through reducing DGHR's outsourcing of research and saving AED 5 million per year for Dubai Government entities as they will have less need to outsource research and consultancy. AED 4 million per year through improving productivity of Dubai Government employees (from 2.1 hours to 3 hours as per productivity index) with the potential to achieve a return on investment of 100's of millions AED through providing leading edge research and initiatives that drive employee engagement and innovation.

Status of project					
	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	1 April 2017	1 May 2017	1 February 2018	1 March 2018	1 April 2018
Finish:	1 May 2017	15 September 2017	15 September onwards	15 September onwards	1 April 2018

Figure 8.11: Summary of project achievements of DGHR within one year

Dubai Health Authority (DHA)

Prevention better than Cure / Innovative Prevention Program to Combat Diabetes

Dubai Health Authority (DHA) were awarded TRADE Benchmarking Proficiency Certificate with Commendation (7 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to develop and start implementing a Dubai diabetes prevention framework based on worldwide best practices

Terms of Reference

Background

This project was initiated in response to the high rate of deaths (203 per 100,000 of population) due to Cardiovascular Diseases such as fatal complications associated with high prevalence of Diabetes and Pre-Diabetes. According to the 2017 Diabetes Household survey, the prevalence of Diabetes in Dubai was 15.2% and Pre-Diabetics was 15.8% (356,460 adults). This indicates that the percentage of Diabetic persons in Dubai is greater than that of Oman, Singapore and United Kingdom but lower than Saudi Arabia and the overall average in the United Arab Emirates.

It was important that DHA Authority aligned with the Dubai Plan 2021 by developing a strategy to reduce the incidence of diseases such as diabetes, and to promote healthy lifestyles through its strategic program of Prevention & Healthy Lifestyle. This was particularly important as surveys of Dubai up to 2014 had indicated that rates of physical activity and healthy eating had decreased over a five-year period. The 2014 survey had also shown an obesity rate of 15% in Dubai as well as smoker rate of 16.1% of the population. These were all risk factors that increased the risk of contracting diabetes and its associated complications.

Project Aim

The aim of the project was to develop and start implementing a Dubai diabetes prevention framework based on worldwide best practices within one-year (2017 to 2018) and reduce the pre-diabetic population of 356,460 adults by at least 10% by 2021.

Initially the project was going to focus on a small sample of the population but based on the analysis and the seriousness of the problem the scope of the project was widened to reach the whole of Dubai's adult population (18 years and above) and target a reduction in the pre-diabetic population by 10% - an ambitious target considering the adverse trends in some of the risk factors such as obesity, unhealthy diet, smoking and lack of exercise.

With respect to the risk factors, it was expected that the project would achieve the following individual targets and ultimately lead to financial savings of 235,015,643.39 Million Dirhams to society:

- Reduce prevalence of obesity from 15% to 13.8% by 2021.
- Reduce tobacco use from 16.10% to 11.3% by 2021.
- Increase the physical activity from 14.9% to 26.8% by 2021.
- Increase intake of sufficient amount of healthy vegetables and fruits from 31% to 37% by 2021.

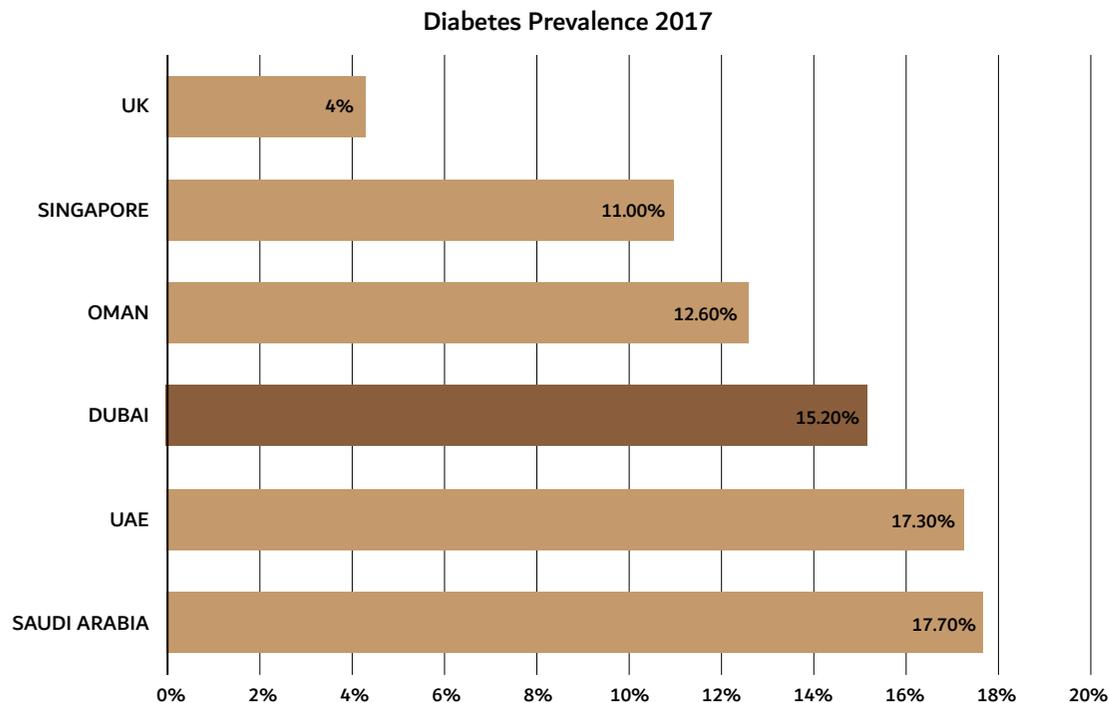


Figure 9.1 Comparative diabetes patients

Dubai Health Authority (DHA)

Prevention better than Cure / Innovative Prevention Program to Combat Diabetes



Figure 9.2: DHA team receiving a 7 stars project trophy

Review

In order to understand the area of focus, the DHA benchmarking team undertook the following:

1. An extensive literature review on the topic which also identified potential benchmarking partners and best practices. This is discussed further in the Acquire stage of TRADE.
2. A SWOT analysis was used to evaluate the current prevention programs in Dubai and to identify the current gaps and challenges in legacy prevention programs. The analysis also sought to identify possible approaches to overcome these gaps and challenges.
3. A fishbone diagram was used to determine factors that could contribute to the high rates of diabetes among the Dubai population. Eight major factors were discussed: Healthcare, Lifestyle, People, Policy, Environment, Media, Economics, and Research. In addition, these 8 factors were further analyzed in order to develop specific strategies and recommendations to reduce the impact of diabetes on the population.
4. A comprehensive survey "Community Need Analysis" was distributed and completed by 2200 people. The findings defined the extent of the needs that exist in the community and the depth of the assets available within the community to address those needs. Information from this survey enabled the SWOT analysis and Fishbone Diagram to be refined.

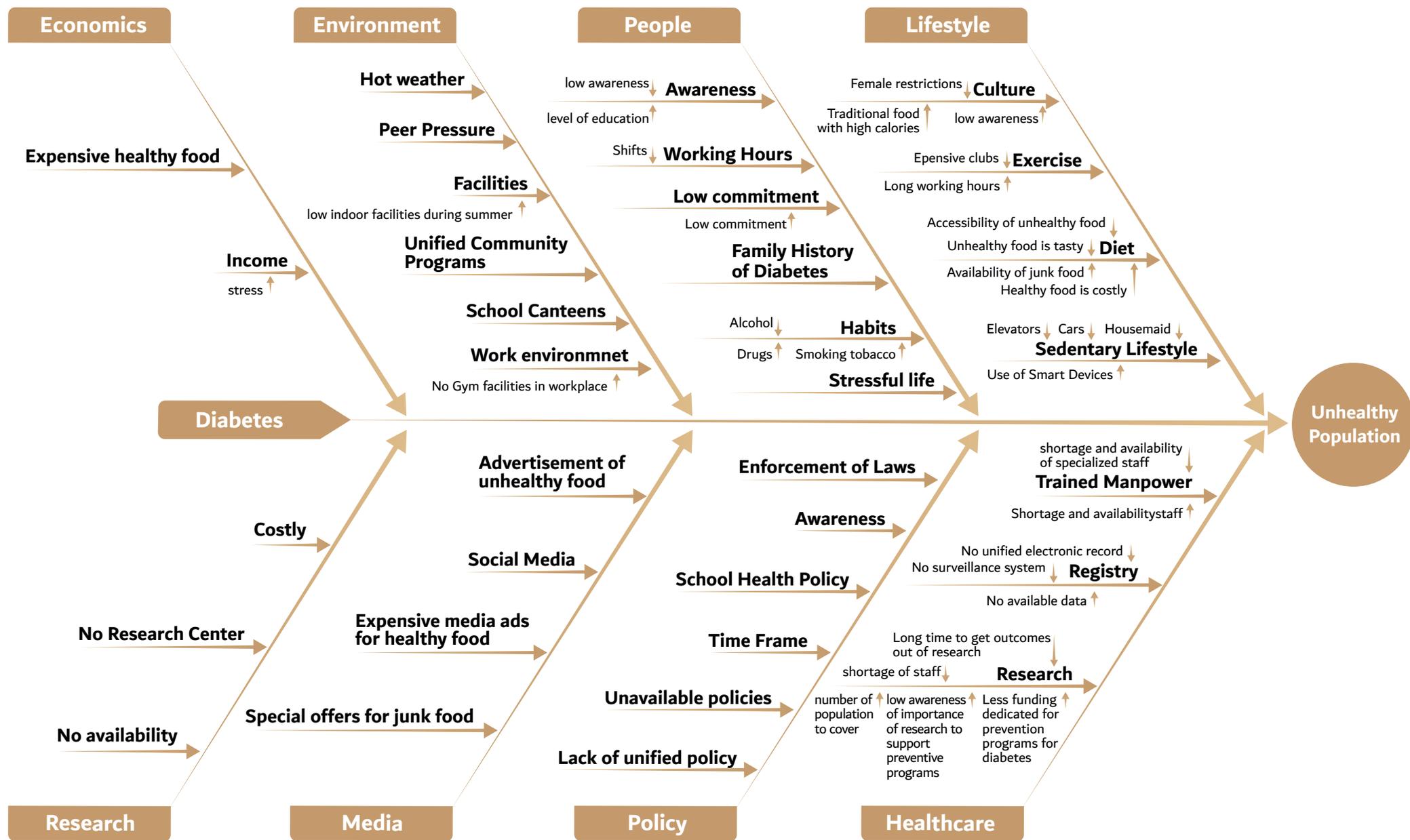


Figure 9.3: DHA fishbone diagram



Figure 9.4: DHA conducting ideas generation brainstorming session with project stakeholders

Acquire

The team conducted an intensive internet search to understand best practices regionally and globally. A total of 76 searches were carried out focussing on: Health Promotion & Campaigns; Screening & Early Detection; Innovative Initiatives; Policy; Research; and, Applications. The team members then chose the best search results from each category for further investigation or recommended for implementation based on criteria such as highest impact, cost-effective, successful outcomes, culturally appropriate and innovative.

The team also selected benchmarking partners for site visits. The rationale for selecting benchmarking partners was based on factors such as a focus on community involvement by using innovative interventions and programs that reduced the risk of obesity and diabetes. In total the DHA benchmarking team identified 17 potential benchmarking partners.

The team carried out 9 benchmarking visits and 2 Skype conference calls. The visits were to: Dubai Police Club, Dubai Municipality, Dubai Tourism, Elemental (Dubai DHA site), IBM (US), CDC (US), GDRFA, Dubai Sports Council, Zipongo (US). The Skype conferences were held with Prevention First (Germany) and Elemental (Dublin).

In addition to the visits and Skype calls, the team participated in the International Diabetes Federation Congress as well as an internal benchmarking conference. The team also linked their plans to national level frameworks through participation in the UAE vision 2021 National Committees and to international levels through meeting with the World Health Organization and the United Nations.

At the end of the 'Acquire' stage, the DHA team proposed a Dubai Diabetes Prevention Framework for the period 2017 to 2021.

Deploy

At the start of the benchmarking project, there were existing diabetes prevention programs for Dubai but these were adhoc efforts which were not systematic or collaborative. The Dubai Diabetes Prevention Framework enables a systematic approach based on better cooperation and collaboration between stakeholders in Dubai. Figure 9.6 shows DHA's action plan and how it is involving stakeholders for each element of the prevention framework.

The Evaluate stage that follows shows how improvements were made to existing initiatives and provides results of some new initiatives introduced as a result of the benchmarking project.



Figure 9.5: Dubai Diabetes Prevention Framework

Dubai Health Authority (DHA)

Prevention better than Cure / Innovative Prevention Program to Combat Diabetes

Gap	Title of Initiative/Best Practice	2017				2018				2019				2020				2021				Responsibly	Stakeholders
		Q1	Q2	Q3	Q4																		
1-Promoting Healthy life style																							
• Increased unhealthy lifestyle practices in the community.	Community based health awareness campaigns																						
• Limitation of healthy options in restaurant menu and it is costly. • Marketing and accessibility of healthy food is very limited. Community resistance to behavioral change"	Enhance media health prevention awareness .																						
2-Early Screening on DM & risk factors																							
o Prevalence of undiagnosed Diabetes based in 2017 survey was 11.25% o There is a need to increase the screening program for pre diabetic patients "	Develop screening program in primary health care.																						
	screening through occupational clinics																						
3-Creative & innovative sustainable interventions																							
o Lack of an electronic system to link the private and public sectors, lack of full automation, and insufficient attention to training and research by stakeholders	Develop Social Prescription program																						
	Develop Lifestyle clinic in primary health care.																						
	DHA Hayati prevention smart application.																						
4-Supportive health system & partnership																							
• Lack in follow up system of positive cases after screening, Lack of commitment to quality standards,	Develop Protocols & guidelines related screening to be followed by health care professionals.																						
• Lack of financial resources for construction and lack of financial resources for early detection examinations	Enhance partnership with government & private sectors																						
	Capacity building of health professional staff																						
	Enhance Researches on Diabetes Prevention																						
5- Enforcement of Non communicable diseases policy																							
• No unified health diet policy for educational institutes' canteens.	Develop & Implement Dubai NCD policy																						
• There are many program implemented by different Governmental "	Participate in National NCD policy implementation.																						

Figure 9.6: DHA's Action Plan showing which stakeholders are contributing to each element of the prevention framework



Figure 9.7: Health awareness campaign

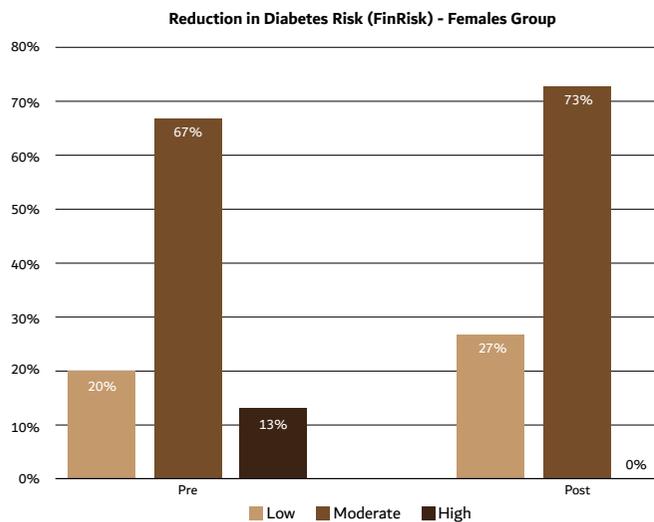


Figure 9.8: Reduction in Diabetes risk (FinRisk) within the females' pilot group

Evaluate

At the end of the one-year duration of the benchmarking project, the DHA team evaluated the progress made. A key milestone achieved was the complete development of the Dubai Diabetes Prevention Framework (2017 – 2021) with some activities in the framework already yielding positive results by April 2018. For example, community-based health awareness campaigns were increased and enhanced in 2017 with 462 undertaken engaging 47,303 people, an increase from 36,739 in 2016. The participants indicated a satisfaction level of 98.1% with the campaigns. There was also enhanced media awareness on diabetes prevention that engaged with 569,303 people through different media channels such as social media, TV, radios, newspapers and applications.

A screening program for early detection of diabetes and their risk factors was introduced. The screening was carried out for clients attending the primary health care centres in Dubai with 22,222 people screened by April 2018. Further screening through occupational clinics for DHA employees started in March 2018.

A pilot Social Prescribing Program (called “Happiness Prescribing Program”) was designed and implemented with the support of Sharjah University and the involvement of Dubai Ladies Club and Bel Remaitha Clubs (to provide support with physical activities for the clients). In this pilot phase of the program a total of 43 participants (25 women and 18 men) were screened, offered nutrition and health education and participated in various fitness classes. The participants achieved good rates of weight loss with an average weight loss of 5kg and promising results were achieved for reducing the risk of diabetes. For example, 13% of the women that were at severe risk of developing diabetes in the next 10 years reduced their risk to moderate risk.

Building on the work and findings from the Social Prescribing

Program two Lifestyle Clinics in Dubai in (Nad Al Hammar & Al Barsha Health Centers) were established with support coming from health care providers, dieticians, health educators and sport clubs. The Lifestyle Clinics are providing help to those people that have been referred to the clinics from 12 health centres in Dubai or as a result of them undertaking a survey on the Hayati smart application. The Hayati smart application was previously designed for diabetics but the benchmarking team led the redesign to include a Diabetes Risk Assessment tool (the Finnish Diabetic Risk Assessment Score) that refers high-risk groups to the Lifestyle clinics. Additional features on the smart application helps patients in their daily activity such as glucose intake, measuring BMI, blood pressure, physical activity, sleep and water tracker all in one application. So far, the Hayati smart application has had over 3,000 downloads.

Other elements of the plan are at various stages of implementation and further results will be measured over time.



Figure 9.9: DHA team being recognised for their outstanding work by the Director General H.E Humaid AL Qatami

TERMS OF REFERENCE
<p>Aim: To develop and start implementing a Dubai diabetes prevention framework based on worldwide best practices within one-year (2017) and reduce the pre-diabetic population of 356,460 adults by at least 10% by 2021.</p>
REVIEW
<p>Situation analysis: This project was initiated in response to high death rate, 203 deaths per 100,000 people, due to cardiovascular diseases as fatal complications of diabetes and pre-diabetes. According to a 2017 survey, 15.2% of Dubai's population is diabetic and 15.8% are pre-diabetic with the UAE having the 10th highest rates in the world. An extensive situation analysis was undertaken examining available statistics, undertaking a community needs survey of 2200 participants, and holding meetings with key stakeholders that could play a role in reducing the level of diabetes. Initially the project was going to focus on a small sample of the population but based on the analysis and the seriousness of the problem the scope of the project was widened to reach the whole of Dubai's population and target a reduction in the pre-diabetic population by 10% - an ambitious target considering the adverse trends in some of the risk factors such as obesity, unhealthy diet, smoking and lack of exercise.</p>
ACQUIRE
<p>Methods of learning: Desk-top research, site visits, brainstorming session with stakeholders.</p> <p>Number of best practices identified via desktop research: 76</p> <p>Number of site visits: 4</p> <p>Number of organisations interviewed (by site visit or phone calls): 9</p> <p>Names of organisations interviewed (by site visit or phone calls) and countries: Site Visits: Dubai Police Club (UAE), Dubai Municipality (UAE), General Directorate of Residency & Foreigners Affairs - Dubai (UAE), Zipongo (US), Prevention First (Germany), Dubai Sports Council (UAE), Elemental (Ireland), IBM (US), CDC (US). Skype Calls: Prevention First (Germany) and Elemental (Dublin)</p> <p>Number of best practices identified via site visits: 25</p> <p>Number of improvement ideas by the benchmarking team: 13</p> <p>Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 114</p> <p>Number of best practices/improvements ideas recommended for implementation: 14</p>

DEPLOY
<p>Number of best practices/improvements approved for implementation: 14</p> <p>Description of key best practices/improvements approved for implementation: Development of a Dubai Diabetes Prevention Framework consisting of five elements: 1. promoting healthy life style, 2. creative and innovative sustainable interventions, 3. early screening of diabetes mellitus and risk factors, 4. enforcement of non-communicable diseases policy, and 5. supportive health system and partnerships. For each element there is a strategy and a range of programs and initiatives of which a number have already been implemented and others are to follow.</p>
EVALUATE
<p>Key achievement: The development of a Dubai Diabetes Prevention Framework and gaining acceptance of this within DHA and the wider stakeholder group within a year and beginning its implementation. Excellent results achieved so far include increasing Diabetes awareness campaign participants from 36,739 in 2016 to 47,303 in 2017, conducting 22,222 diabetes screenings, piloting a Wellness Program to reduce the risk of developing diabetes, establishing two life-style clinics, developing a risk assessment survey for a smart application and developing a non-communicable disease policy.</p>

<p>Non-financial benefits achieved within one year and expected future benefits:</p> <ul style="list-style-type: none"> • Developed Dubai Diabetes Prevention Framework with the support of 9 key stakeholders and began its implementation. • Implemented diabetes screening of 22,222 clients across 12 health centres • Completed the pilot phase of a Happiness Prescription Program consisting of a comprehensive health survey, nutrition and health education, and various fitness classes for 43 participants. Results were promising with 13% of the women at severe risk of developing diabetes in the next 10 years moving to moderate risk. • Increased participation in diabetes awareness campaigns from 36,739 people in 2016 to 47,303 people in 2017. • Upgraded Phase-1 of Hayati smart application supporting the roll out of the Happiness Prescription Program to include a diabetes prevention risk assessment survey, so far 3,000+ installs. • Established 2 lifestyle clinics. • Developed and submitted a non-communicable disease policy to the Executive Council.
<p>Financial benefits:</p> <ul style="list-style-type: none"> • The expected savings from the Dubai Diabetes Prevention Framework are expected to be in the millions of AED from having a healthier population (with less reliance on the health sector and a more productive workforce).

Status of project					
	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	19 April 2017	9 May 2017	24 May 2017	6 July 2017	14 March 2018
Finish:	9 May 2017	6 June 2017	6 July 2017	6 July 2017 onwards	31 March 2018

Figure 9.10: Summary of project achievements of DHA within one year

Dubai Municipality

Knowledge & Innovation Hub

Dubai Municipality were awarded TRADE Benchmarking Proficiency Certificate with Commendation (5-6 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to identify and implement best practices in managing, sharing, and utilizing knowledge across the organization.

Terms of Reference

Background

The Dubai Municipality's knowledge portal was in need of an upgrade. The utilization rate of the portal was low compared to the resources dedicated to it. The number of employees working on the portal was 5 full-time employees in addition to 2 employees in each of the 35 departments. The portal contained over 2000 documents. It was considered that a thriving and information rich portal was required to support the Municipality's 12,772 staff and the achievement of its organizational strategic objective - learning organization based on innovation and creativity - and the two departmental KPIs of - utilization of the knowledge resources available on Knowledge Portal - and - utilization of implicit knowledge.

Project Aim

The aim of the project was to identify and implement best practices in managing, sharing, and utilizing knowledge across the organization through an effective Knowledge and Innovation Hub that is able to create a robust base for innovation and increase the utilization rate of knowledge sources.

The Knowledge & Innovation Hub was defined by DM as:

- a. An internal platform for storing required explicit knowledge resources (like policies, procedures and approaches) that are captured based on needs; sharing these resources through providing quick and easy access to be used by employees to create new knowledge.
- b. A dynamic electronic space that enables collaboration activities to ensure constructive interaction among employees which results in facilitating work and fostering creativity and innovation.

Within the one-year time frame of the project it was decided to focus the development of the Knowledge and Innovation Hub on 2 of the largest departments (Waste Management Department and Building Department) and roll it out to other departments in the 2nd year.

Review

The benchmarking team began the Review stage by conducting a literature review to update their understanding of knowledge management and innovation. The team also reviewed internal knowledge management-related documentation and a process map showing how information was added to the portal and used by staff. The team then developed a fishbone diagram to analyse the legacy KM solution while a SWOT analysis (Figure 10.2) was used to identify opportunities for improvement and potential solutions. Four in-depth structured interviews were carried out with internal



Figure 10.1: Dubai Municipality team receiving a 5-6 stars project trophy

INTERNAL FACTORS			
Consider strengths and weaknesses with respect to your organisation's services and products, pricing, costs, profitability, performance, quality, people, skills, adaptability, brands, services, reputation, processes and infrastructure.			
STRENGTHS		WEAKNESSES	
What do you do well? What unique resources can you draw on? What do others, such as your stakeholders, see as your strengths?		What could you improve? Where do you have fewer resources than others? What do others, such as your stakeholders, see as your weaknesses?	
1	High level of awareness rate	1	Content
2	Access given to all employees	2	Difficult to reach the desired information
3	Features could be activated and integrated into the system	3	Uploaded resources are poorly classified
4	Web design	4	Content does not meet the needs
5	Knowledge Hub subscriptions	5	Low level of engagement - Low usage rate (16% only regular of all DM users, 71% rarely users, 13% nonusers)
6		6	Lack of valuable resources
7		7	Technical difficulties
8		8	Lack of attraction points in the portal
9		9	Different interfaces
10		10	One language (Arabic)

EXTERNAL FACTORS			
Consider opportunities and threats with respect to changes in markets, competition, lifestyle changes, fashion, seasonality, economics, politics, society, culture, technology, environmental, media and laws.			
OPPORTUNITIES		THREATS	
What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?		What threats could harm you? What trends can negatively affect you? What threats do your weaknesses expose you to?	
1	Smart search - Availability of effective tools	1	Consistent technical Support
2	Re-categorize the content types based on the needs	2	Management approval on the Knowledge subscription
3	Knowledge database subscription	3	Time devoted to the project
4	Subscription to international and specialized databases	4	Financial approvals for features
5	Dubai We Learn program	5	
6	Benchmarking with organizations	6	
7	Dedication and commitment to innovation	7	
8	Willingness of employees to share knowledge through a reliable portal	8	
9	Knowledge Hub subscriptions	9	

Figure 10.2: Dubai Municipality SWOT analysis

stakeholders. In addition, two brainstorming sessions were held to develop a survey which was then distributed to staff. The survey identified that 16% of staff were regular users of the portal, 71% were irregular users and 13 % were non-users. The main barriers to use were identified as functionality, content and accessibility.

Having carried out the above activities, the team had a clear understanding of the priorities for improvement and what needed to be benchmarked or learnt from other organisations. This enabled the team to create an initial Current to Desired State table, refer to Figure 10.3

Finally, in this stage, the team identified the Building Department and Waste Management Department as the two pilot departments to work with before rolling out the portal to all 35 departments and 12,700 staff of Dubai Municipality. Piloting with these two departments would enable the team to fully understand the needs of these departments whilst benchmarking other knowledge and innovation portals. The intention was to develop a hub that would store and share explicit knowledge resources (like policies, procedures and approaches) and provide a dynamic electronic space for collaboration activities to foster creativity and innovation.

Acquire

The first step was for the team to establish a set of criteria for selecting benchmarking partners. The team then brainstormed potential partners who met the criteria and identified 15 organisations. A site visit agenda and a list of questions to be asked during the site visits were developed. Shortlisted potential partners were contacted and 5 organisations replied positively to the benchmarking requests. Four of the organisations visited were based in the UAE and they were: 3M, Dubai Customs, KHDA and Dubai Courts. The last organisation visited was KNOCO based in the UK with whom a telephone-based interview was conducted. The benchmarking visits resulted in the identification of 10 best practice ideas. Figure 10.4 shows the team during their visit to KHDA.

ISSUES	CURRENT STATUS	DESIRED STATUS
NUMBER OF USERS	2000 OUT OF 4064 USERS (JAN-AUGUST)	2500 - 25% INCREASE
USERSHIP FREQUENCY	LOW USERSHIP RATE - 16% REGULAR USERS	INCREASE TO 5% REGULAR USERS
CONTENT	BULK MIXED CONTENT <2000 SOURCE UNEASE OF REACH AND ACCESS	HAS TO BE CATAGORIZED UP ON THE USERS NEEDS
INNOVATION CONTEXT	WEAK	HAS TO BE STRONGLY REFLECTED
NEED BASED RESOURCES	NOT BASED ON NEED AND THUS NOT BENEFICIAL	BASED ON NEED, EASILY ACCESSED AND PROPERLY CLASSIFIED
LANGUAGE	ARABIC ONLY	ENGLISH & ARABIC
MEASURES	INEFFECTIVE MEASURES	MEASURES UNDER REFINEMENT
FUNCTIONALITY	MULTIPLE INTERFACES PROBLEMS RELATED TO SEARCH ENGINE, MULTIPLE SHORTCUT ICONS, ACCESSIBILITY TO PORTAL	SINGLE INTERFACE SORTING OUT THE RELATED PROBLEMS

Figure 10.3: Current to desired state table

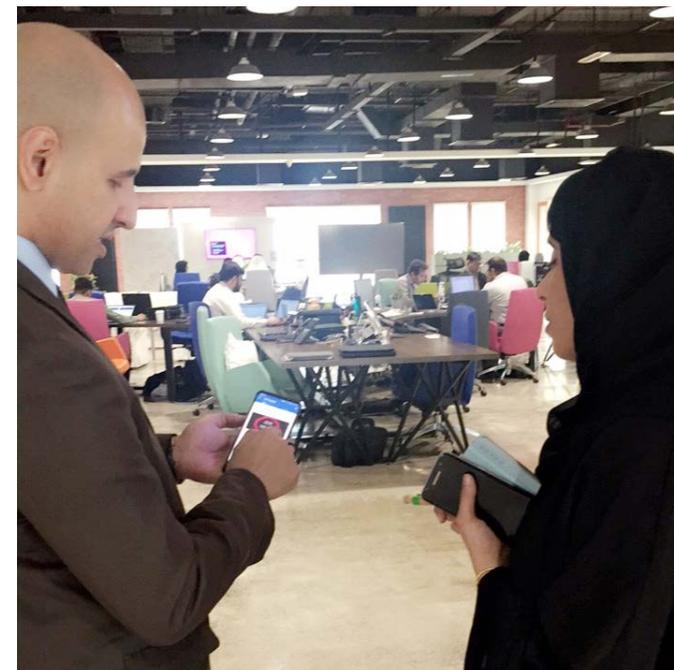


Figure 10.4: Benchmarking visit to KHDA



Figure 10.5: Communicating findings

In addition to the site visits, the team acquired more information from other resources such as: desktop research, skype calls and telephone calls. Comparison of all the information collected with legacy Dubai Municipality processes enabled the team to identify performance gaps and best practices. In total, during the Acquire stage, the team identified a total of 82 best practice ideas for consideration and 24 of these were selected for implementation.

Deploy

The Deploy stage was characterised by communicating the findings from the Acquire stage with the various stakeholders and developing action plans. Firstly, findings were communicated to the IT team

and pilot departments to ensure full understanding and approval of the requirements and prioritise the proposed actions based on their feasibility and expected results. Of the 24 ideas recommended for deployment, 22 were approved to be deployed. Figure 10.5 shows the Benchmarking team communicating the project's findings to the IT team.

The new portal was developed and launched within the pilot departments. Specific changes with respect to the new portal included: adding online training (Smart Podium) to store and share training courses that had been given in the training centre; adding an employee profile page to encourage networking; subscription

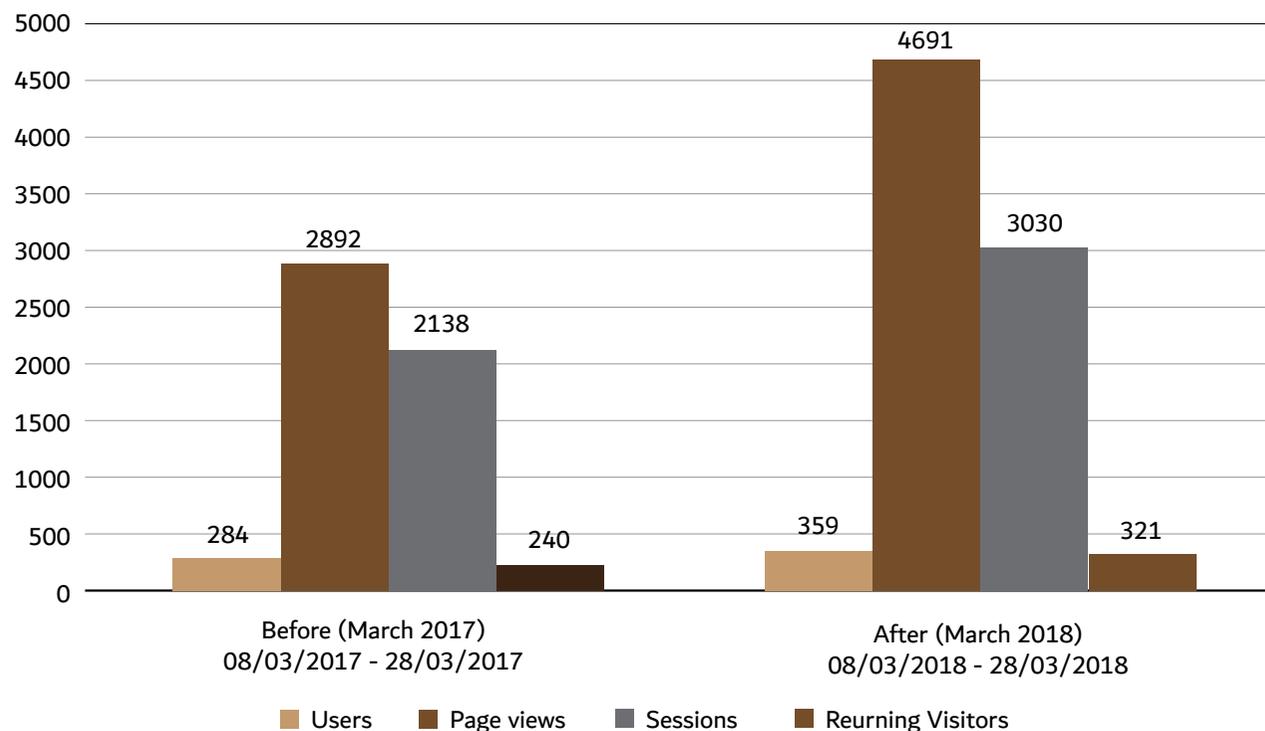


Figure 10.6: Usage comparison between 2017 and 2018

to relevant databases and knowledge sites based on user needs; E market (Dubai Municipality Hot Deals) to increase the staffs' happiness, engagement level and utilization of the portal; bi-lingual portal for non-Arabic speakers; upload of daily newsletters to keep employees informed; ranking the utilisation of posts and resources and archiving less useful information and; enhancing the innovation pages to encourage innovation.

Finally, the team prepared a survey to measure the users' engagement and impact of the implemented actions after the implementation.

Evaluate

The Knowledge and Innovation Hub was launched in March 2018, prior to the end of the Dubai We Learn project in April 2018. The resultant changes were closely monitored on a weekly basis, moving to monthly once progress was considered satisfactory. The total number of users in March 2017 was 284 which increased to 359 in March 2018, a 26% increase and shows that the project was on track to achieve more in the future especially when new features were added. Also, return visits had increased by 34%, while the number of login sessions increased by 42% and the number of page views increased by 62%. Figure 10.6 summarises the improvements after the launch of the hub.

The post implementation survey indicated that 100% of staff believed that the new portal would have a positive impact on their work efficiency and quality with 50% indicating that they would use the portal on a daily basis. The team also performed a cost/benefit analysis to assess the future benefits of the project (which would be validated in one years' time). The cost benefit analysis indicated financial benefits of 10,065,600 AED over one year for the two pilot departments. This benefit would increase significantly over time and particularly when the other 33 departments in Dubai Municipality start to use the portal with annual financial benefits expected to be 60,000,000 AED. The cost benefits are expected from reducing time wasted in searching for information which was estimated as 1.5 days per person per month.

It is expected that the Hub will lead to greater productivity and innovation through ease of access to relevant information, greater strategic alignment as staff will be better informed, less duplication of work, improved communication and networking between employees. As a result of the successful launch of the Knowledge and Innovation Hub in the two pilot departments, the project sponsor supported the implementation of the Hub to the whole of Dubai Municipality from the 3rd quarter of 2018.

TERMS OF REFERENCE
Aim: Identify and implement best practices in managing, sharing, and utilizing knowledge across the organization through an effective Knowledge and Innovation Hub that is able to create a robust base for innovation and increase the utilization rate of knowledge sources.
REVIEW
Situation analysis: Process mapping, fishbone and SWOT analysis, website analysis, structured interviews and surveys revealed that the current Knowledge Portal was not meeting the needs of staff in terms of content or user-friendliness, with only 16% of staff as regular users. Due to the size of Dubai Municipality, 12,700 staff and 35 departments, the benchmarking team decided to develop a Knowledge and Innovation Hub as a pilot exercise for the Building Department and Waste Management Department. This would enable the team to fully understand the needs of these departments whilst benchmarking other knowledge and innovation portals. The intention was to develop a Hub that would store and share explicit knowledge resources (like policies, procedures and approaches) and provide a dynamic electronic space for collaboration activities to foster creativity and innovation.
ACQUIRE
Methods of learning: Desk-top research, site visits, skype calls Number of best practices identified via desktop research: 55 Number of site visits: 4 Number of organisations interviewed (by site visit or phone calls): 5 Names of organisations interviewed (by site visit) and countries: 3M (UAE), Dubai Customs (UAE), Dubai Courts (UAE), KHDA (UAE), KNOCO (UK). Number of best practices identified via site visits: 10 Number of improvement ideas by the benchmarking team: 17 Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 82 Number of best practices/improvements ideas recommended for implementation: 24

DEPLOY
Number of best practices/improvements approved for implementation: 22
Description of key best practices/improvements approved for implementation:
1. Online training (Smart Podium) to store and share training courses that had been given in the training centre. 2. Adding an employee profile page to encourage networking 3. Subscription to relevant databases and knowledge sites based on user needs 4. E market (Dubai Municipality Hot Deals) to increase the staffs' happiness, engagement level and utilization of the portal. 5. Bi-lingual portal for non-Arabic speakers. 6. Upload of daily newsletters to keep employees informed 7. Ranking the utilisation of posts and resources and archiving less useful information 8. Enhancing the innovation pages to encourage innovation.
EVALUATE
Key achievement: The team designed and piloted a Knowledge and Innovation Hub for the Building Department and Waste Management Department within a one-year time frame. The Hub is showing higher usage figures, from 284 users in March 2017 to 359 users in March 2018 and it has received positive stakeholder feedback with consent being given to roll out the implementation to the whole of DM in the 3rd quarter of 2018. The project is expected to deliver financial benefits in the millions of AED per year due to productivity and innovation gains.

Status of project	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	4 April 2017	2 May 2017	1 July 2017	1 November 2017	1 March 2018
Finish:	1 May 2017	29 June 2017	30 November 2017	8 March 2018	29 March 2018

Non-financial benefits achieved within one year and expected future benefits:
<ul style="list-style-type: none"> The Hub was launched one month prior to the end of the one-year Dubai We Learn program and already shows promising results. The number of users from the pilot departments increased from 284 (March 2017) to 359 (March 2018), a 26% increase. Page views increased by 62%, returning visits increased by 34%, and number of login sessions increased by 42%. It is expected that the Hub will lead to greater productivity and innovation through ease of access to relevant information, less duplication of work, improved communication and networking between employees. Positive stakeholder feedback was received. 100% of surveyed employees believe that the Hub will improve their efficiency and quality of work and the project sponsor supports the implementation of the Hub to the whole of DM from the 3rd quarter of 2018.
Financial benefits achieved within one year and expected future benefits:
<ul style="list-style-type: none"> The team estimate that for the two pilot departments an average of 1.5 days per person is wasted per month due to not having timely access to information. The Hub is expected to reduce the time wasted leading to significant productivity/financial gains. It is estimated that over a year, time wasted searching for information in the pilot departments accounts for AED 10,425,600 and AED 60 million for Dubai Municipality as a whole. Other financial benefits will be as a result of savings and higher levels of innovation due to on-line training, improved communication and networking.

Figure 10.7: Summary of project achievements of Dubai Municipality within one year

Dubai Police - Head Quarters

Call of Duty: Police Edition - Best practices in vehicle fleet maintenance

Dubai Police were awarded TRADE Benchmarking Proficiency Certificate with Commendation (7 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to find and implement best practices in vehicle fleet maintenance to improve vehicle availability and labour productivity.

Terms of Reference

Background

The Mechanical Department is one of the key enabling and operational departments of Dubai Police. It is a technical department that focuses on the maintenance and repair of vehicles to ensure their optimum use. The department has 7 main sections with more than 150 employees that fulfil the following objectives:

- 1 Maintenance and repair of Dubai Police vehicles.
- 2 Development of specifications and mechanisms based on special requests from general departments, administrations, and police stations.
- 3 Preparation of technical reports to demonstrate the availability of vehicles and to determine future utilization.
- 4 Preparation of technical reports as testimony or evidence for courts and police stations in the cases of traffic/mechanical accidents.

The underlying drivers for this benchmarking project were manifold. They included the need to provide standardized, regulated working hours for each maintenance and repair task and to achieve uniformity in employee labour hours. It was also important to develop appropriate metrics for productivity, efficiency, and effectiveness while understanding obstacles and issues affecting technician productivity. The benchmarking project would also contribute to implementing institutional identity and strategic objectives of Dubai Police and achieve the objectives of the National Agenda 2021 and 10X Initiative.

Project Aim

The aim of the project was to find and implement best practices in vehicle fleet maintenance to improve vehicle availability and labour productivity of the Dubai Police Mechanical Department to world class levels. The specific targets set were to increase productivity for the Mechanical Department from 40% to 70%, and consequently, increase vehicle availability from 88% to 95%. The focus of these targets were police patrol vehicles which account for approximately 800 vehicles of the total fleet of approximately 3,600 vehicles.

At the level of individual employees in the Mechanical Department, this project aimed to increase the productive hours of each technician from 2.4 hours per day to 6 hours per day and reduce the average repair time per task by a minimum of 5%.

Review

During the Review stage the benchmarking team undertook five major activities as follows:

1. Performed a situational analysis to assess and understand the current performance, practices, and systems in order to define areas of improvement and focus. This was done by carrying out a SWOT analysis, developing a fishbone diagram and holding



Figure 11.1: Dubai Police team receiving a 7 stars project trophy

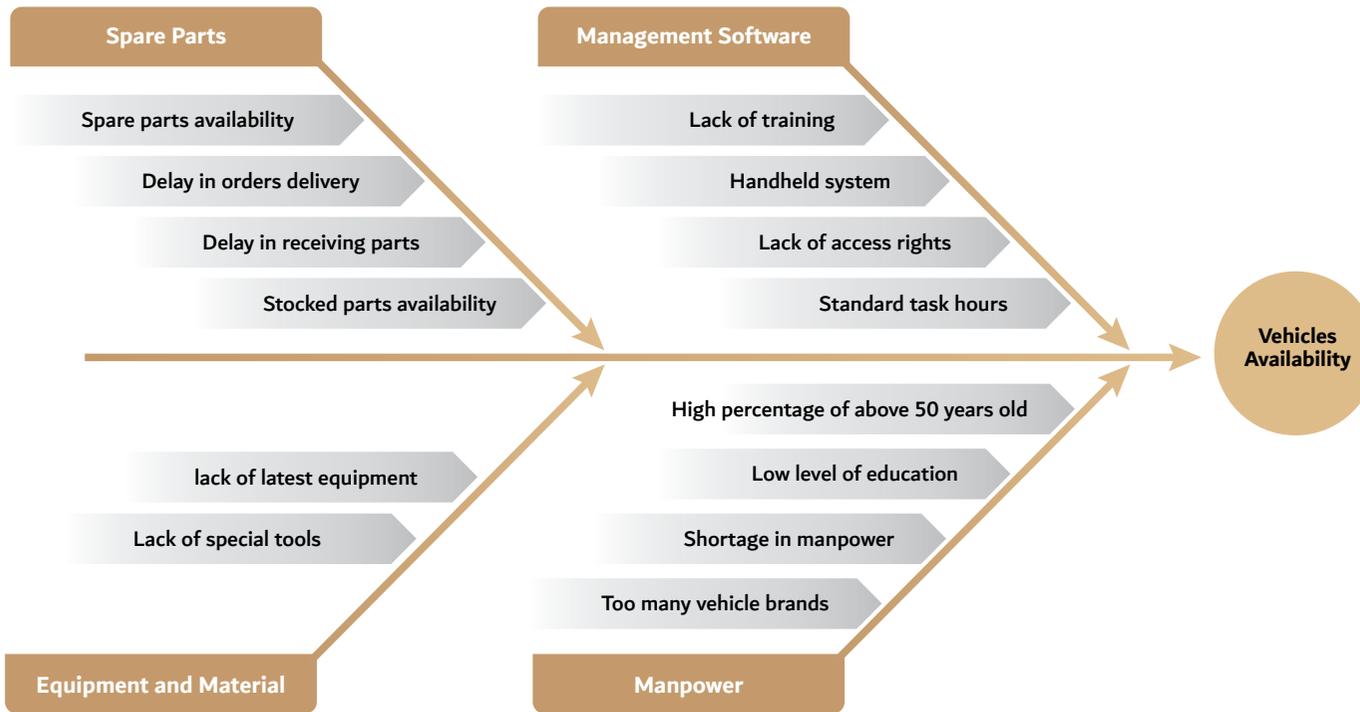


Figure 11.2: Fishbone diagram of vehicle availability

meetings and analysing the processes of the sections that had the most impact on the project aims. A survey of employees in the Mechanical Department was also carried out to understand their perceptions on the factors affecting productivity and vehicle availability. 108 employees completed the survey. Some key findings were:

- 49.5% of employees indicated that they do not have access to the latest equipment, material, and technology in the department.
- 60.6% of employees face issues with spare parts availability.
- 64.9% of employees did not receive previous training in Fleet Focus.

After conducting the survey, the Fishbone Diagram was revised with the team identifying the following areas of focus:

- Spare Parts Management and Storage
- Equipment/Material/Tool
- Manpower and Labour Capabilities
- Management System and Software

2. Identified performance measures and data required. The team identified 10 operational performance measures including available hours, number of vehicles on duty, utilised hours, financial savings and downtime expense. In addition, the team defined four metrics to be used to evaluate the success of the benchmarking project – Productivity, Production Capacity, Vehicle Availability and Labour Potential.

3. Identified and reviewed tasks and working hours of the previous 12 months (from June 2016 to June 2017) as well as eliminating unrealistic labour hours (outliers) from the data set. The job tasks defined in the Fleet Focus Management System (a software program used for managing job tasks) were reviewed and the total number of valid tasks identified.

4. Performed statistical analysis and set the average hours for the tasks after stakeholder approval. In order to develop a standard for the time duration per task the team used the average mode and the average median to calculate the time standard required to complete each task. The historical data set used was from June 2016 to June 2017.

5. Prepared and formulated questions for the benchmarking partners. The questionnaire was targeted at partners with similar core businesses or functions and it focused on the areas identified in the Fishbone Diagram.

Acquire

At the beginning of the 'Acquire' stage, Dubai Police defined 12

Dubai Police - Head Quarters

Call of Duty: Police Edition - Best practices in vehicle fleet maintenance



Figure 11.3 Dubai Police team visiting DuCab



Figure 11.4 Dubai Police team visiting STREIT Group

criteria for the selection of potential benchmarking partners. These criteria were selected to reflect the priorities of the 'Call of Duty' project. Thereafter, the team brainstormed potential benchmarking partners as well as the ways in which the 'acquisition of best practices' would be carried out (for example, site visits or internet research). The potential benchmarking partners were divided into two groups and the questions to be asked to each group were determined. The two groups were: 1) Core Benchmarking Partners: these partners were organizations or businesses with the same core functions and activities as Dubai Police 2) Creative Benchmarking Partners: these partners were organizations or businesses with different core functions and activities.

Potential Benchmarking partners were then approached and ultimately, nine organisations were visited for the purpose of benchmarking exchange. The nine organisations were 3M, Kia – Al Majid Motors Company, BMW – Arabian Gulf Mechanical Centre, Mazda – Galadari Automobiles Co, Al-Futtaim. DuCab, Avis Repair Centre, STREIT Group and Higher College of Technology (HCT). This number and variety of benchmarking partners enabled the collection of significant depth and breadth of high-quality information. For example, at Avis, the benchmarking team gained detailed knowledge of the management of staff time and happiness, the mechanisms used to achieve high level performance results and managing the supply chain of spare parts. At HCT, the learning was centred on the contents of an Engineering Management Course and the development of a term project on problem solving with HCT. At 3M, the benchmarking team learnt about the use of hand-held technology for maintenance management while the visits to Kia and BMW gave important insights into training evaluation, spare part management, time and expense management. The visit to DuCab focused on employee skills, performance management and the management of machines and tools.

At the end of this stage, the team had collated 86 ideas and best practices from site visits, desktop research and its own ideas. These were assessed in terms of expected benefits, ease of implementation in terms of time, cost, and feasibility, impact on project aim and objectives and ease of impact. From these, 23 ideas/best practices were recommended for implementation.

Deploy

The Deploy stage began with the benchmarking team developing an initial action plan for the best practices selected. This was then shared in a presentation to the General Director of Transport and Rescue, managers of the Mechanical Works Department, and technicians of the Mechanical Works Department. Meetings with these stakeholders resulted in further refinement of the action plans and gave all stakeholders a sense of ownership of the actions with the managers and certain technicians becoming a supporting team for the project. The final action plan consisted of 14 actions with tasks and resources allocated.

The most important actions for Dubai Police related to performance management with new KPIs introduced, improved data entry into the Fleet Management System, increased monitoring of performance and managers and technicians working as a team. For instance, daily briefings between the supervisors of each section and their technicians/technical team were introduced to share information on current performance and obstacles within the workshop. This was complemented by weekly meetings between the benchmarking team and deputy sponsor and managers to discuss KPI performance and opportunities for improvement. With improved data there was improved decision making such as closing of the Bur-Dubai mini workshop to improve efficiency.

Other actions related to the creation of a shift pattern for workers and the setting up of a spare parts demand management system. In addition, workshop audio visual screens were set up to improve

Dubai Police - Head Quarters

Call of Duty: Police Edition - Best practices in vehicle fleet maintenance



Figure 11.5 Installing monitors in the workshop to show real-time performance

visual management. With particular regard to technicians, an incentive scheme and working hours management system were set up.

Evaluate

The Dubai Police benchmarking team collected information in March 2018 to evaluate the success of the project. The results showed an increase in labour productivity from 40% to 72.2% (exceeding the target of 70%) and an increase in vehicle availability from 88% to 95% saving 14 million AED. If performance levels are maintained this will result in an annual recurring saving of more than 8 million AED per year with savings in excess of 20 million AED

in the first year. A key benefit from increasing vehicle availability was the elimination of 'replacement' costs of about 40 vehicles per year therefore saving on purchasing, insurance, parts and labour hours.

The benchmarking team were so inspired by the success of their project that they conducted four workshops to explain in detail how their project positively impacts Dubai Police and how other departments can pursue their own benchmarking projects to achieve beneficial results. These workshops were attended by 239 managers and head of sections. The team's enthusiasm led to an

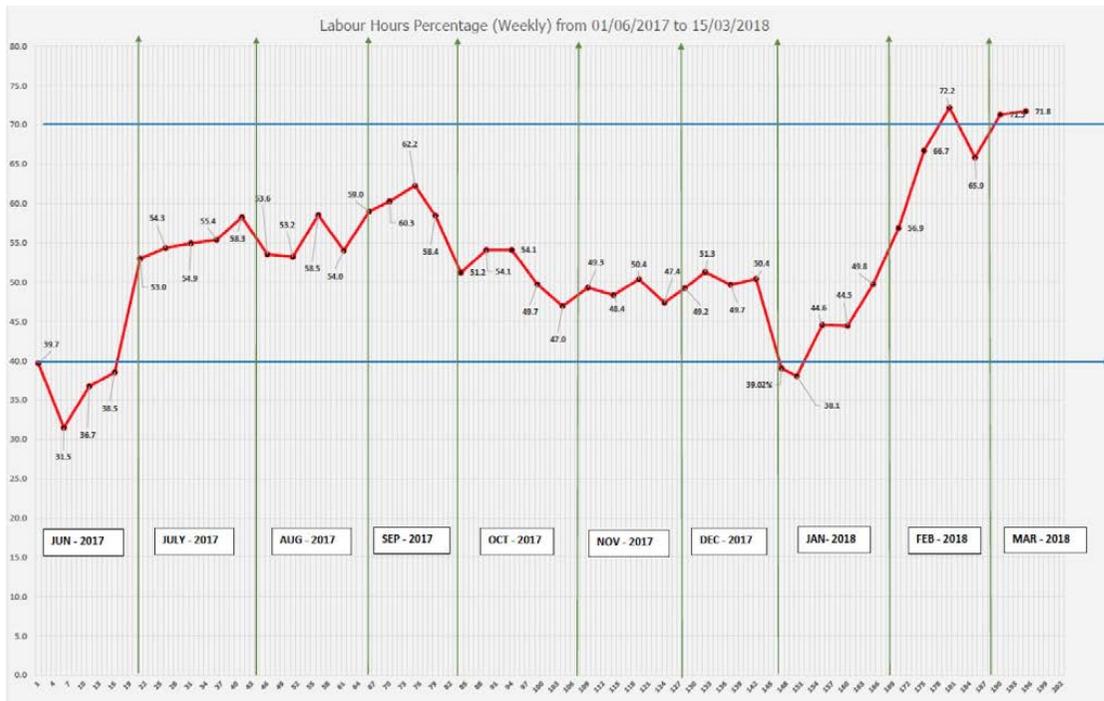


Figure 11.6 Weekly labour productivity trend June-2017 to March-2018



Figure 11.7 His Highness Sheikh Hamdan Bin Mohammed Al-Maktoum, Crown Prince of Dubai, visits the team at one of their benchmarking workshops to congratulate them

Dubai Police - Head Quarters

Call of Duty: Police Edition - Best practices in vehicle fleet maintenance

TERMS OF REFERENCE
Aim: To find and implement best practices in vehicle fleet maintenance to improve vehicle availability and labour productivity of the Dubai Police Mechanical Department to world class levels. We aim to increase labour productivity from 40% to 70% and increase vehicle availability from 88% to 95%.
REVIEW
Situation analysis: The team conducted an extensive review of factors that were impeding labour productivity and vehicle availability. This involved SWOT analysis, fishbone analysis, surveying the opinions of mechanics, analysing job sheet data, and deciding on the most important performance measures to use. The main areas of concern were identified as spare parts management and storage, equipment, material and tools availability, manpower and labour capabilities, and the Fleet Focus Management System (as the maintenance data was found to be inaccurate and not supportive of management decision making). Through this analysis the scope of the project changed from focusing on a total fleet of 3,600 vehicles to 800 police patrol vehicles as these were most critical to police operations.
ACQUIRE
Methods of learning: Desk-top research, site visits. Number of best practices identified via desktop research: 20 Number of site visits: 9 Number of organisations interviewed (by site visit or phone calls): 9 Names of organisations interviewed (site visit or phone calls) and countries: 3M (UAE), KIA – Al Majid Motors Company (UAE), BMW – Arabian Gulf Mechanical Centre (UAE), Mazda – Galadari Automobiles Co. (UAE), Al-Futtaim (UAE), Ducab (UAE), AVIS Repair Centre (UAE), STREIT Group (UAE), Higher Colleges of Technology (HCT) (UAE) Number of best practices identified via site visits: 31 Number of improvement ideas by the benchmarking team: 35 Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 86 Number of best practices/improvements ideas recommended for implementation: 23

DEPLOY
Number of best practices/improvements approved for implementation: 14
Description of key best practices/improvements approved for implementation: 1. Data cleaning of the Fleet Focus Management System to ensure data was reliable and could be used with confidence for decision making 2. Closure of the mini workshop in Bur Dubai as it was found to be unproductive 3. Changing work hours from single shifts to multiple shifts to reduce vehicle turnaround time 4. Using Fleet Focus Management System to manage the demand of spare parts 5. Installing large computer screens in the workshop to facilitate daily performance meetings 6. Managing Employee hours through a standard hour system 7. Implementing an incentive system for workshop employees.
EVALUATE
Key achievement: An increase in productivity from 40% to 72% and vehicle availability from 88% to 95% (Aug-2017 to Mar-2018) saving 14 million AED (and expected to rise to 20 million AED over a full year). Improvements were largely due to improving the accuracy of the maintenance data and setting financially related KPIs which enabled more informed management decisions and identification of appropriate benchmarking partners to learn from.

Non-financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> • Increase in labour productivity from 40% to 72% and vehicle availability from 88% to 95% • Increase in average actual hours working on job tasks of each mechanic from 2.4 hours per day to 5 hours per day. • Reduced average repair time per task by at least 5% • Standardized working hours encouraged employees to accomplish tasks promptly and enabled management to identify performance issues quickly. • Accuracy of data improved and financially related KPIs tracking daily and weekly performance were introduced leading to improved decision making. Complexity was reduced by reducing 2261 job tasks to 1464 tasks and data analysis led to the closure of an unproductive mini-workshop in Bur Dubai.
Financial benefits achieved within one year and expected future benefits: <ul style="list-style-type: none"> • Savings of AED 5,120,367 (Aug-2017 to Mar-2018) due to a decrease in downtime cost of patrol vehicles by AED 491,935 and of non-patrol vehicles (Light Vehicles only) by AED 1,469,086, decrease of vehicle replacement cost by AED 1,961,021 and an increase in the performance of employees by AED 1,198,325 • Saving of AED 8,680,000 due to increased vehicle availability of 5%, eliminating replacement costs of 40 vehicles. • Closing down all operations of the mini-workshop saves AED 255,000 per year. • The team's enthusiasm and success led to an order mandating all of Dubai Police's 254 sub-departments to undertake at least one benchmarking project per annum. Savings from these projects are expected to be huge.

Status of project					
	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	11 April 2017	7 June 2017	14 August 2017	28 December 2017	1 March 2018
Finish:	15 May 2017	10 August 2017	25 December 2017	Dec onwards 2018	30 March 2018

Figure 11.8 Summary of project achievements of Dubai Police within one year

Dubai Public Prosecution

A Smarter Public Prosecution Service

Dubai Public Prosecution (DPP) were awarded TRADE Benchmarking Proficiency Certificate (3-4 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to increase the proportion of applications submitted electronically.



Figure 12.1 Fatma Ahmed Ali Bin Haider, Team Leader of the Benchmarking Team (Left photo) presenting and the rest of the team (right photo) at the Closing Sharing Day

Terms of Reference

Background

Dubai Public Prosecution processes approximately 24,000 requests for 77 services monthly. Common services requested for were receiving a passport, legal documents for guarantees, bail applications and submitting case files. Requests can be made through three channels - front-desk, website, and smart app. While, there were more than 120,000 downloads for the app since its launch in 2013, the number of monthly requests through the smart app are about 3500 which represents approximately 15% of the total. Initial analysis showed a gap between website and smart app usage. On average, there are 15000 requests per month made through the website, which comprises 67% of total requests. The remaining 17% of requests were through the front-desk.

With expected number of requests likely to double between 2017 and 2018 it was imperative that DPP increased the use of its electronic channels otherwise it would be overwhelmed with front-desk requests resulting in lower customer happiness due to issues such as parking problems. In addition, DPP were lagging behind other government entities in offering its full services through smart apps. Therefore, the objective of this project was to improve the uptake of smart app and shift more services to electronic channels.

Project Aim

The aim of the project was to increase the proportion of applications submitted electronically by cases parties from 80% in March 2017 to 85% in March 2018 with a focus on increasing app usage and improving electronic services provided to the applicant.

The scope of the project did not include traffic and immigration requests and the efforts would be focused on investigating awareness and use of current electronic channels (website and smart phones application and modifying the current smart application if required). The project would also investigate problems faced by users and implement methods to encourage greater use of smart applications.

Review

During the Review stage, the DPP benchmarking team spent time understanding the current situation. A fishbone diagram was used to brainstorm factors that could cause the low uptake of smart apps, refer to Figure 12.2. Five major factors were considered: Environment, Customers, Demographics, Measurement, and Machine.

To investigate the issue further, statistical analysis of customer data from the 1st quarter of 2017 was undertaken. The analysis revealed interesting findings, for example, there were large differences in the use of different smart services, some services were requested more than 20% through smart apps, where as other services were requested less than 10%. In order to know the reasons behind this gap, the team decided to interview customers visiting DPP's service centre to find out the possible reasons.

From undertaking customer interviews, it was identified that the main reasons customers were visiting the service centre instead of requesting the service through the app were:

- There were too many steps to request a service through the app
- Some of the services were considered too complicated
- Some case parties choose to request the service in the DPP building because they were visiting Dubai Courts which is the next building to DPP.
- The legacy smart app ran slowly.
- Many potential users were not aware of the smart app.
- Users were unaware that priority was accorded to online requests.
- DPP did not suitably advertise or promote use of the smart app.

With so many customers visiting the DPP's main building traffic problems were being caused and this was only likely to increase over the next year as projected customer requests were expected

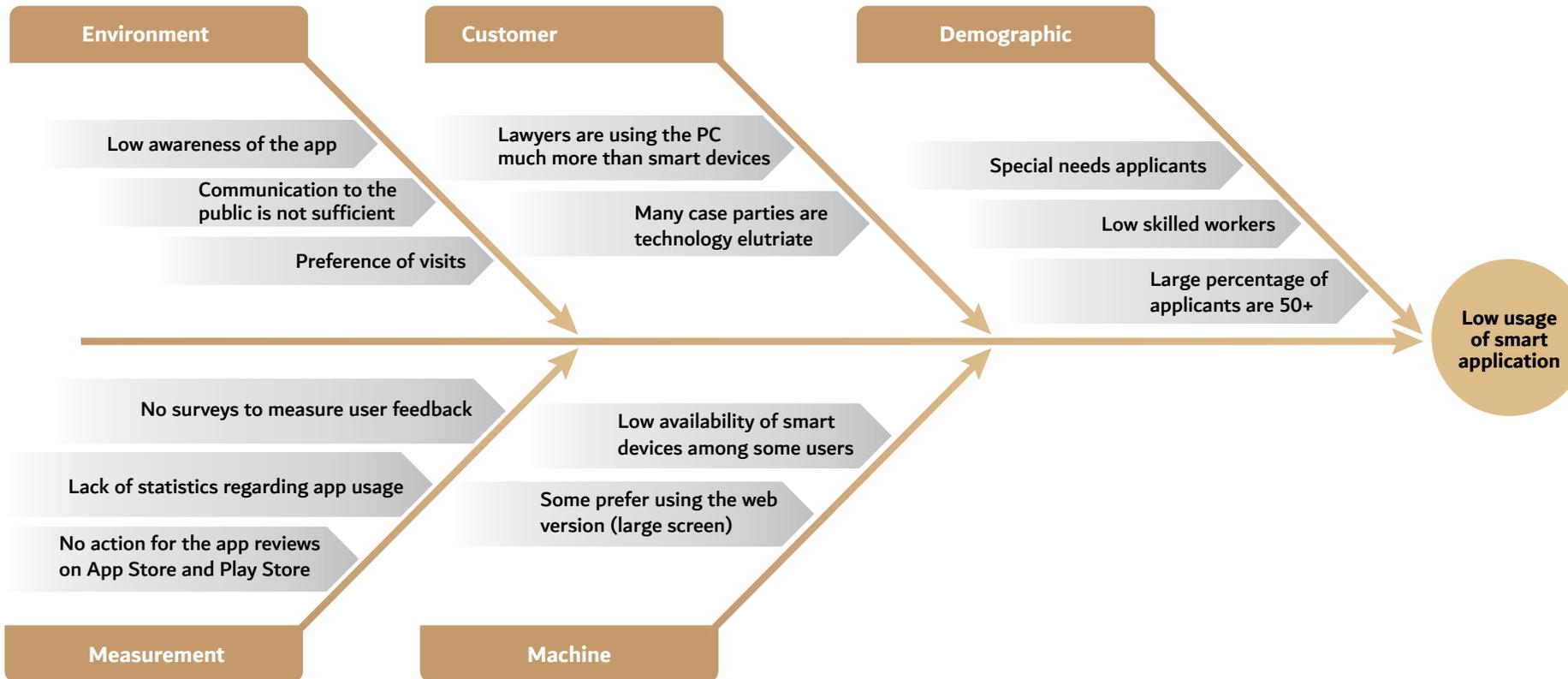


Figure 12.2: Fishbone diagram investigating the low usage of smart applications

to double.

Acquire

During the Acquire stage, the DPP benchmarking team identified potential benchmarking partners based on criteria determined by the team. The potential benchmarking partners were contacted and ultimately, two benchmarking visits were carried out to Dubai Police and Dubai Civil Aviation Authority. The visits provided useful insights into potential best practices that could be adopted. For example, the visit to Dubai Police identified the importance of choosing the right time and the right channel of marketing

to guarantee that advertisements reached a high number of the intended audience. Another important finding was on how Dubai Police used app notifications with SMS messages to update their clients about application status.

In addition to the benchmarking visits, the team undertook desktop research as well as receiving research support from COER. This research revealed several practices that DPP could adopt, for example, making better use of e-mail and text messages to receive communication from customers.

Deploy

At the Deploy stage, the DPP benchmarking team implemented



Figure 12.3: DPP's Benchmarking Team visiting Dubai Police's Smart Services



Figure 12.4: Payment kiosk at DPP

various actions to improve performance. Some of the key actions implemented were:

- The smart app was made faster and simpler to use based on users' feedback and learning from benchmarking partners.
- Through statistical analysis and improved monitoring, it was possible to target web service improvement and development to the most used services.
- Implementing online payment via the website and through kiosk machines to reduce the number of cases parties visiting DPP to process payments.
- Advertising the priority status of on-line requests by placing stands or large posters in strategic locations.
- Printed brochures promoting the use of the smart app and website for distribution to customers.
- A chat bot to assist customers with their Frequently Asked Questions. This has increased awareness of how to use the smart app and website and increased customer satisfaction due to its

availability 24/7.

Evaluate

The effects of the actions implemented were measured and analysed during the Evaluate stage. The results were impressive. There was a reduction in requests to front-line customer service staff from 4903 (Q1/2017) to 3408 (Q1/2018) even though there had been an increase in total requests from 24,565 to 48,693 during this period. Between Q1/2017 to Q1/2018 electronic requests increased from 80% to 93% with website requests increasing from 63% to 72% and app requests increasing from 17% to 21%, refer to Figure 12.5. This meant the project team had exceeded the target of 85% electronic requests and had an increase in customer satisfaction from 75% in March 2017 to 90% in March 2018.

These improvements have saved an estimated 8415 hours of time for customers over one quarter (33,660 hours per year) from visiting DPP's main building. This time saving when equated to financial savings amounts to a saving of AED 1,935,427 per year for customers based on savings in petrol costs and assuming their time is worth 50 AED per hour. In addition, the increased use of electronic services has virtually eliminated the traffic congestion and parking issue. In terms of benefits for DPP staff, the project

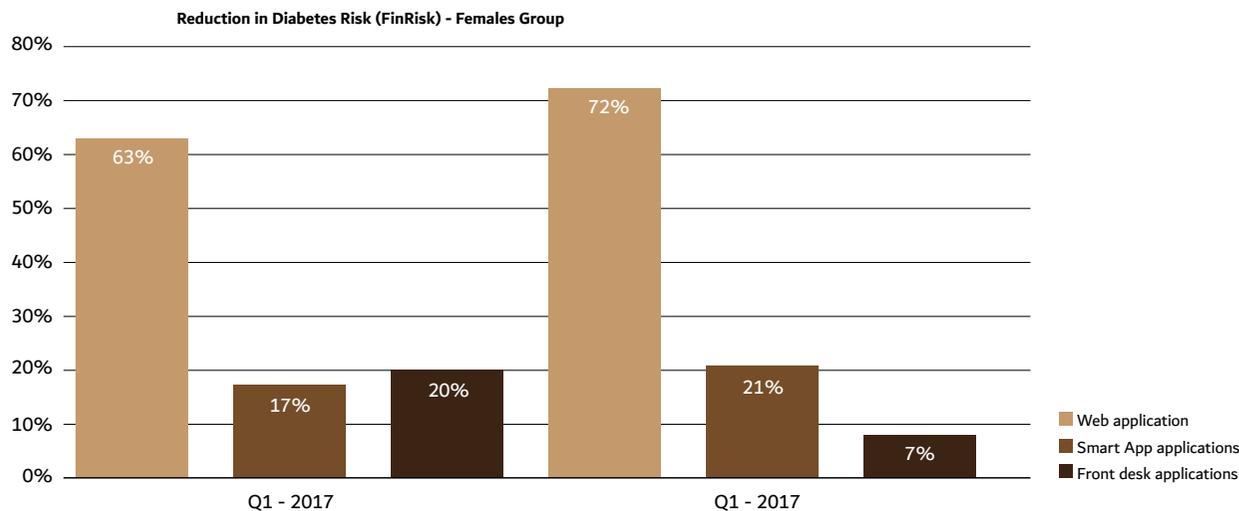


Figure 12.5: Change in application channels between Q1-2017 and Q1-2018

TERMS OF REFERENCE
Aim: To increase the % of requests for DPP services that are submitted electronically from 80% (Quarter 1, 2017) to 85% (Quarter 1, 2018) with a focus on increasing app usage and to improve the electronic services provided to the applicant.
REVIEW
Situation analysis: DPP processed approximately 24,565 requests for 77 services in Quarter 1, 2017 (this number is measured for the DPP main building excluding requests from traffic and immigration prosecutions and lawyers). As the number of requests per quarter were expected to double within a year it was essential that electronic services were utilised more. Data from Quarter 1, 2017, revealed that 20% of requests were through the front desk, 63% website and 17% app. Common services requested for were receiving a passport, legal documents for guarantees, bail applications and submitting case files. The task of the benchmarking team was to learn from best practices to increase the number submitted electronically and, in particular, increase app usage. Through customer surveys, customer reviews from smart apps and statistical analysis the team identified that the legacy smart app ran slowly, many potential users were not aware of the smart app, users were unaware that priority was accorded to online registrations, the smart app was not effectively promoted, and as a consequence of these issues, too many customers were visiting the DPP main building which was not equipped for so many visitors with parking a major problem.
ACQUIRE
Methods of learning: Desk-top research, site visits Number of best practices identified via desktop research: 14 Number of site visits: 2 Number of organisations interviewed (by site visit or phone calls): 2 Names of organisations interviewed (by site visit) and countries: Dubai Civil Aviation Authority, Dubai Police Number of best practices identified via site visits: 10 Number of improvement ideas by the benchmarking team: Not recorded Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 24 Number of best practices/improvements ideas recommended for implementation: 10

DEPLOY
Number of best practices/improvements approved for implementation: 10 Description of key best practices/improvements approved for implementation: 1. Create web services for the most used services 2. Enabling payments to be made online, previously payments were made at the customer service desk. 3. Providing Kiosk machines in suitable locations for online payments 4. Advertising the DPP app on the call centre voice replay 5. Prioritising the processing of on-line requests and promoting this on stands and large posters 6. Distributing brochures in the reception of DPP main building to encourage on-line requests 7. Implemented an on-line software program that answers the frequently asked questions. 8. Improved how apps are developed by internal IT staff.
EVALUATE
Key achievement: Through learning from best practices, DPP increased the number of customer service requests submitted electronically by 13% with 93% submitted electronically in total. This was a major and necessary achievement when total requests almost doubled per quarter. Without this improvement there would have been difficulty in handling the increased number of visits by customers due to limited parking space. Customers were the main beneficiaries of the change with electronic services being available 24/7; in total 33,660 hours in customer travel/service time or AED 1,935,427 for customers was saved over a year (based on petrol costs and assuming their time is worth 50 AED per hour) and customer satisfaction increased from 75% to 90%.

Status of project	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	18 April 2017	12 July 2017	1 November 2017	30 November 2017	1 January 2018
Finish:	11 July 2017	9 November 2017	14 December 2017	30 January 2018	31 March 2018

Non-financial benefits achieved within one year and expected future benefits:
<ul style="list-style-type: none"> • A reduction in requests to front-line customer service staff from 4903 (Q1/2017) to 3408 (Q1/2018) even though there had been an increase in total requests from 24,565 to 48,693. • Between Q1/2017 to Q1/2018 electronic requests increased from 80% to 93% leading to an estimated saving of 526 hours for customer service staff (or 2,104 hours over a full year assuming electronic requests stayed at 80%). • Between Q1/2017 to Q1/2018, website requests increased from 62.9% to 72.2% and app requests increased from 17.2% to 20.8%. • Increase in customer satisfaction from 75% in March 2017 to 90% in March 2018 with electronic services being open 24/7 and the visitor parking problem reduced. • Saving 8,415 hours of time for customers over one quarter (33,660 hours per year) from visiting offices (travel time and service estimated at 80 minutes per customer)
Financial benefits achieved within one year and expected future benefits:
<ul style="list-style-type: none"> • Saved AED 210,372 from front-line customer service staff salaries in one year. • Saved AED 1,935,427 for customers per year (on petrol costs and assuming their time is worth 50 AED per hour)

Figure 12.6: Summary of project achievements of Dubai Public Prosecution within one year

General Directorate of Residency & Foreigners Affairs (GDRFA)

Positive Energy

General Directorate of Residency & Foreigners Affairs (GDRFA) were awarded TRADE Benchmarking Proficiency Certificate (3-4 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to identify and implement best practices to develop a “Positive Energy Culture” within GDRFA.

Terms of Reference

Background

In 2017, Sheikh Mohammed bin Rashid, Vice President and Ruler of Dubai, released his new book, titled “Ta’mulat fi Asa’adah WI Ejabia” (Reflections on Happiness and Positivity). The Vice President said the book “includes lessons, examples and stories based on a different life philosophy: Positivity of people as a goal and a lifestyle”. Recognising the importance of positivity to employee happiness, innovation and productivity GDRFA established a Positive Energy Section. As a first step in deciding the section’s role and responsibilities it was decided that a benchmarking project on positivity would provide a sensible approach to determining how the section could best serve its employees.

Project Aim

The aim of the project was to identify and implement best practices to develop a “Positive Energy Culture” within GDRFA. The project would focus on defining what is positive energy and identify its role in building a high-performance work culture. Through learning from best practice, the benchmarking team would identify and implement tools, methods and approaches to measure and instil a positive energy culture within GDRFA.

Review

The first step of the Review stage was to undertake a situation analysis to learn about Positive Energy and what it meant from an employee and cultural perspective. As this was a new topic the team decided to undertake extensive desk-top research, interview experts on the subject, and hold focus groups and brainstorming sessions.

The benchmarking team interviewed Gleed Sam who works in Google as a director of governmental relations. He explained the importance of creating a positive work culture and how this

created an environment for high performance and productivity. The team also interviewed Robert Simic, the founder of the Robert Simic Coaching Institute. He advised the team to use the knowledge and skills of coaches in the field of positive energy. The team also interviewed Dr. Sagiev Nier, he recommended to apply self-assessment to measure the level of positivity and wellbeing among employees in order to define and implement the actions to enhance positivity. Finally, the team interviewed Dr. Abdulla Karam – the Director General of the Knowledge and Human Development Authority, an organisation known to have high levels of positivity within Dubai government. He advised the team to think outside the box. He suggested that for better quality of life and high productivity, appropriate environments should be created by leaders in both government and private institutions. He also noted that staff require trust, courage and appreciation to deliver high quality services that satisfy the needs of customers.

Following on from this initial learning, the team brainstormed how to develop a positive energy culture within GDRFA, this is represented by the fishbone diagram in Figure 13.3.

An outcome from the Review stage was the realisation that it would be difficult to find a consensus viewpoint on positive energy culture and how it can be achieved. There appeared to be no ready-made positive energy frameworks or assessment tools designed for organisations to use. As a result of the situation analysis the team was clear about the purpose of their project, to develop a Positive Energy Maturity Assessment Tool and identify and implement tools, methods and approaches to instil a positive energy culture within GDRFA.

Acquire

In the Acquire stage, the selection of benchmarking partners was carried out. Based on criteria that focused on employee engagement, wellbeing, employee appreciation and positive working environment,



Figure 13.1: GDRFA team receiving a 3-4 stars project trophy



Figure 13.2: GDRFA team with Gleed Sam

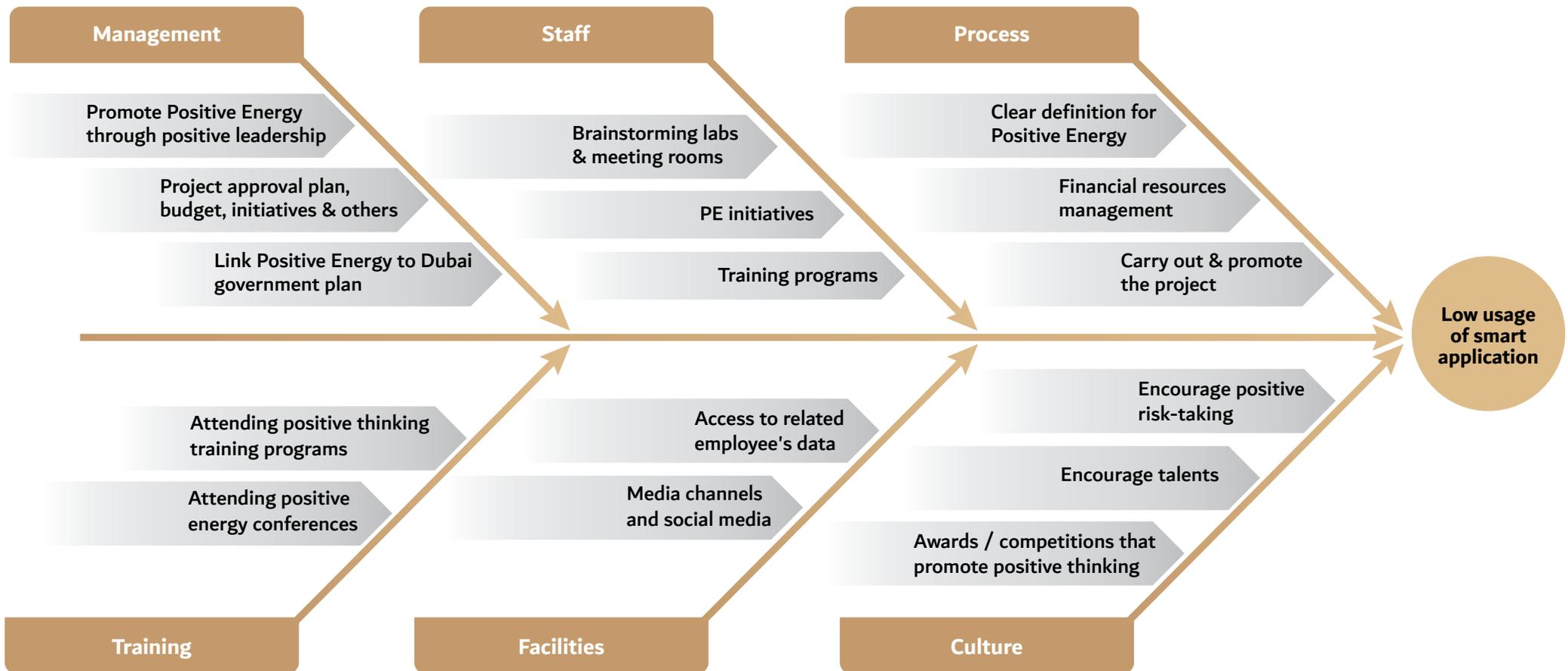


Figure 13.3: Fishbone diagram showing how to develop a positive energy culture at GDRFA

the following organisations agreed to be benchmarking partners - Masdar (UAE), KHDA (UAE), Trakhees (UAE), DEWA (UAE), Federal Demographic Council (UAE), Business in the Community (UK), City of London Police (UK), University of Cambridge (UK), City of London Corporation (UK) and Ideas America (US).

The purpose of the site visits was to obtain the views of these organisations on positive energy and find tools, methods and

approaches that could be used to instil a positive energy culture. From the meeting with the Corporation of London best practices were found on healthy lifestyle, suicide prevention and stress awareness. The team were impressed with the Corporation's six 'mental health core standards', wellbeing program and a line manager's guide to a healthy workplace. The GDRFA team also gained important insights from the employee satisfaction survey of the City of London Police and the wellbeing initiatives of KHDA that included yoga sessions for employees. The visit to Masdar provided



Figure 13.4: Benchmarking visit to Business in the Community (BITC) UK



Figure 13.5: Benchmarking visit to City of London

Positive Attitude = A favourable and optimistic mental state regardless of challenges

Positivity = The active presence of an optimistic attitude or thought process

Positive Mindset = A learned way of thinking focusing on opportunities and positive outcomes

Positive Goals = A deliberate action plan to motivate and guide an outcome or person towards alignment with success

Positive Endeavors = To continuously aim and work towards by directing efforts to align with positive outcomes

Positive Vibes = Purposeful body language, social interactions and communications that spread more of the same for happy surroundings and company

Positive Intelligence = The control and mastery over your thoughts to work with you rather than against you to achieve your full potential for happiness and success

Positive Thinking = The process of creating and transforming positive energy into reality towards happiness and health

GDRFA's final agreed definitions:

“Positive Energy” at an individual level:

A state or practice of being, focusing on the positive aspects of a situation, regardless of circumstance.

“Positive Energy” at an organisational culture level:

A nurturing and respectful work environment that cultivates Positive Energy by encouraging collaboration, support and development of people to enable a Positive mind-set, leading to Positive actions.

Figure 13.6: Definitions of Positivity

insights on promoting Open Talk while DEWA provided insights on the provision of courses on Wellbeing and Positivity.

In addition to the benchmarking visits further desk-top research was undertaken with COER's assistance to develop a definition of positive energy. A number of definitions were developed, refer to Figure 13.6, with final ones agreed for positivity at an individual level and cultural level.

Positive Energy Maturity Model

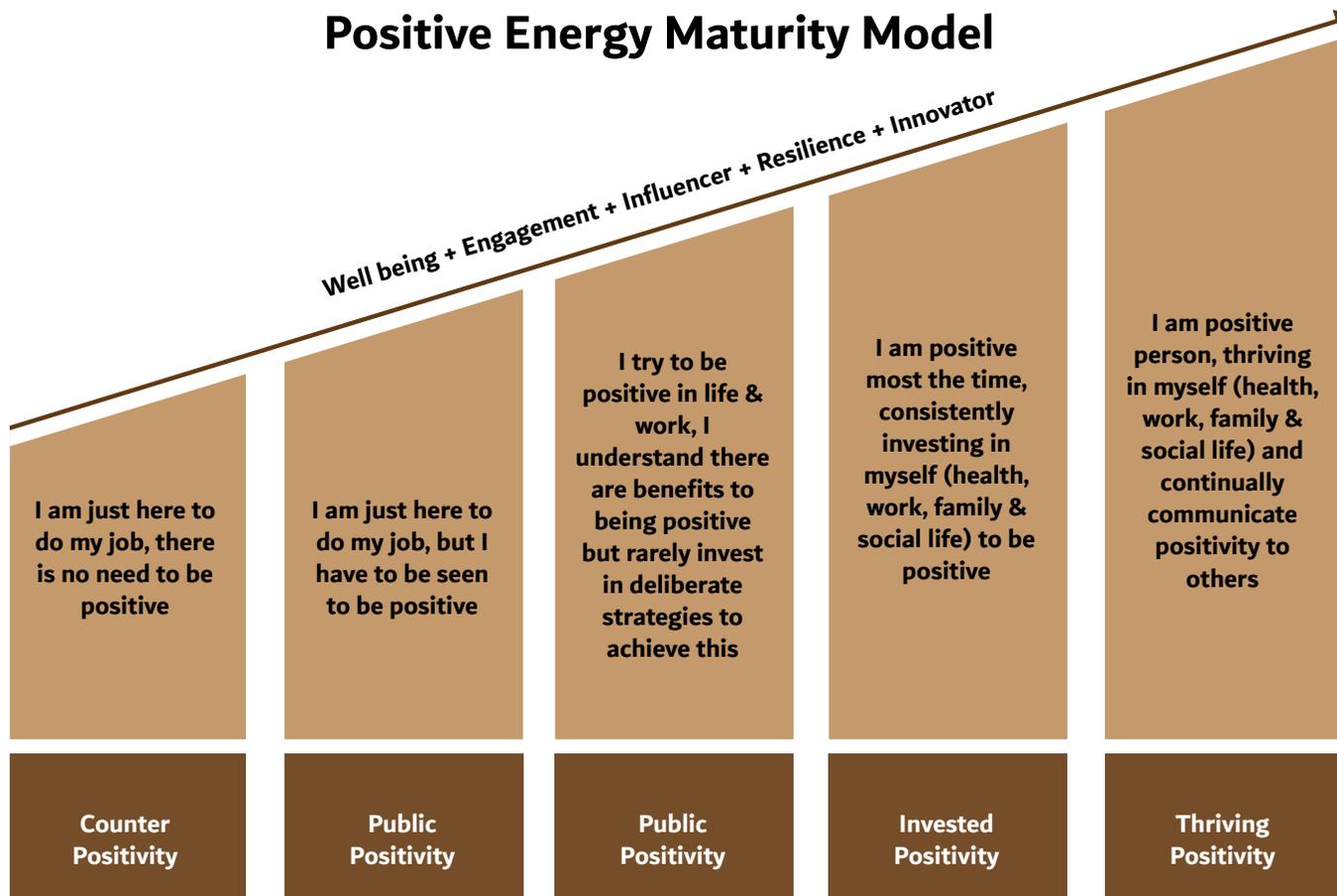


Figure 13.7: GDRFA positive energy maturity model

Deploy

From the learning from the Acquire stage a number of initiatives were deployed with others planned for the future. One of the first actions was to carry out positive energy workshops to inform employees about the project and discuss what positivity is and how to develop positivity. Another action was to develop a Positive Energy Maturity Model (Figure 13.7) and Self-assessment Tool

(Figure 13.8). These were developed with the assistance of COER. The Positive Energy Maturity Model was designed based on five elements according to the team's findings from the Review and Acquire stage; Wellbeing, Engagement, Influencer, Resilience, and Innovator.

A self-assessment tool based on the five elements was designed, piloted and revised with full implementation across departments planned later in the year. The tool has been designed so that individuals can assess their positivity with the data being able to be averaged across teams and departments to enable comparisons.

Other actions introduced were improving the workplace environment through activities such as monitoring of comfortable seating, flexible working hours, face to face communication with the management and taking breaks. In addition, a strategic plan was developed to encourage and manage the often-hidden talents of staff (that may not be directly related to their everyday work). This includes categorising talents, a workshop to enhance talents and an exhibition to showcase the work of talented people. There are several other activities that are pending deployment including a Creative Leadership, Positive Energy & Organisational Wellbeing Program, refer to Figure 13.9. There is also a planned partnership with BIC (UK) to help in analysing and setting up mental health care initiatives that match the environment and culture of GDRFA. A Wellness campaign is also pending including initiatives such as yoga classes.

Evaluate

Developing positive energy definitions, a maturity assessment tool, and implementing a set of exciting initiatives for this emerging area were major achievements. Implementation of the maturity assessment tool, after piloting, will enable positive energy to be tracked for individuals, teams and departments with appropriate initiatives provided to raise performance across the five dimensions of Engagement, Wellbeing, Influencer, Resilience and Innovator.

		Strongly Disagree	Mostly Disagree	Agree	Mostly Agree	Strongly Agree
		0	1	2	3	4
Well-Being						
1	It is usually easy for me to manage the demands of both work and home life.					
2	In general, I feel I am in charge of the situation in which I live.					
3	I think it is important to have new experience that challenge how you think about yourself and the world.					
4	I am not a nervous of overly anxious person.					
5	I rarely feel down.					
6	I rarely feel so stressed that I can't concentrate on my job.					
7	I enjoy my job.					
8	I like my office hours.					
9	I like the location of where I work.					
10	I like the physical environment of my workplace (in terms of noise, ventilation, temperature and humidity).					

Figure 13.8: Example of self-assessment questions developed

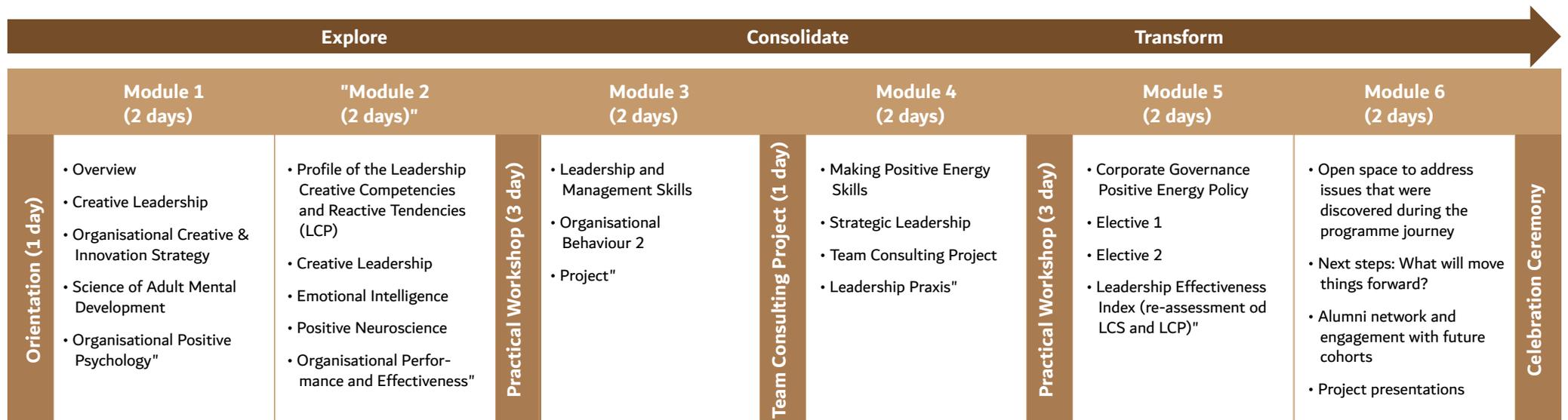


Figure 13.9: GDRFA's Leadership, Positive Energy & Organisational Wellbeing Programme

TERMS OF REFERENCE
Aim: To identify and implement best practices to develop a “Positive Energy Culture” within GDRFA.
REVIEW
Situation analysis: In 2017, Sheikh Mohammed bin Rashid, Vice President and Ruler of Dubai, released a book, titled “Ta’mulat fi Asa’adah WI Ejabia” where he explored the relationship between happiness and positivity and examined how they impact achievement, productivity and creativity. Following this GDRFA established a Positive Energy Section to provide a motivating environment for staff, and also began their benchmarking project. A situation analysis was undertaken to learn about positive energy and what it meant from an employee and cultural perspective. The team interviewed four experts, undertook extensive desk-top research, held focus groups and brainstorming sessions. It was evident that there were no appropriate ready-made positive energy frameworks or assessment tools and so they would need to develop their own. Therefore, the team were clear about the purpose of their project to develop a Positive Energy Maturity Assessment Tool and identify and implement tools, methods and approaches to instil a positive energy culture within GDRFA.
ACQUIRE
Methods of learning: Desk-top research, expert interviews, site visits
Number of best practices identified via desktop research: 37
Number of site visits: 11
Number of organisations interviewed (by site visit or phone calls): 11
Names of organisations interviewed (by site visit) and countries: Masdar (UAE), KHDA (UAE), Trakhees (UAE), DEWA (UAE), Federal Demographic Council (UAE), Business in the Community (UK), City of London Police (UK), University of Cambridge (UK), City of London Corporation (UK), Ideas America (US).
Number of best practices identified via site visits: 17
Number of improvement ideas by the benchmarking team: 5
Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 59
Number of best practices/improvements ideas recommended for implementation: 17

DEPLOY
Number of best practices/improvements approved for implementation: 10
Description of key best practices/improvements approved for implementation:
1. Developed a Positive Energy Maturity Assessment for measuring individual and organisational positivity 2. Delivered a Positive Energy workshop 3. Providing Mental Health Monitoring for all offices 4. Wellness Campaign planned 5. Partnership plan with Business in the Community (UK) 6. Yoga classes planned 7. A plan developed to manage and showcase the talents of GDRFA staff 8. Break work routine program with cultural trips for staff implemented 9. A Positive Employee Recognition Program implemented 10. An intensive Creative Leadership, Positive Energy & Organisational Wellbeing Program for 21 people over 9 months planned.
EVALUATE
Key achievement: Developing positive energy definitions, a maturity assessment tool, and implementing exciting initiatives such as Positive Energy Workshops, Mental Health Monitoring and encouraging talent were major achievements. Implementation of the maturity assessment tool, after piloting, will enable positive energy to be tracked for individuals, teams and departments with appropriate initiatives provided to raise performance across five dimensions of Engagement, Wellbeing, Influencer, Resilience and Innovator.

Non-financial benefits achieved within one year and expected future benefits:
<ul style="list-style-type: none"> • Developed definitions for positive energy at an individual level (a state or practice of being, focusing on the positive aspects of a situation, regardless of circumstance) and organisation-wide level (a nurturing and respectful work environment that cultivates positive energy by encouraging collaboration, support and development of people to enable a positive mind-set, leading to positive actions) • Developed a Positive Energy Maturity Assessment that enables individual and organisation-wide positivity to be measured. This assessment tool is being piloted and measures positivity across five dimensions; Engagement, Wellbeing, Influencer, Resilience and Innovator. • Improvements in positivity are expected in the next year from implementing a range of best practices.
Financial benefits achieved within one year and expected future benefits:
<ul style="list-style-type: none"> • Too early to assess but improvements in productivity and innovation are expected leading to savings for GDRFA and greater stakeholder value.

Status of project					
	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	1 April 2017	1 May 2017	1 June 2017	1 July 2017	25 January 2018
Finish:	5 May 2017	1 June 2017	1 July 2017	26 March 2018	31 March 2018

Figure 13.10: Summary of project achievements of GDRFA within one year

Knowledge & Human Development Authority (KHDA)

Governance Without a Governor

Knowledge & Human Development Authority (KHDA) were awarded TRADE Benchmarking Proficiency Certificate with Commendation (5-6 Stars) by the Centre for Organizational Excellence Research in April 2018. The progress achieved for each stage of the TRADE Methodology is presented below.



The aim of the project was to identify and implement best practices in transforming the traditional hierarchical management system to a fully operational self-managed system.



Figure 14.1: KHDA team receiving a 5-6 stars project trophy

Terms of Reference

Background

KHDA management have been working towards having a flat organisational structure that empowers staff and leads to a highly innovative work environment. Research shows that every time the size of a city doubles, innovation or productivity per resident increases by 15 percent. But when companies get bigger, innovation or productivity per employee generally goes down. It was therefore important, within the KHDA context to support and build confidence through seeking learning and best practices from other organizations with a flat organisational structure and who were highly innovative.

This led to a benchmarking project in 2015 to 2016 which resulted in a decision to introduce self-managed teams using the holacracy approach learnt from Zappos (an on-line shoe and clothing retailer). One of the key learning points from Zappos was its CEO's commitment to providing a unique work environment that delivers happiness. The self-managed approach is a comprehensive practice for structuring and running an organization. KHDA's benchmarking project planned to build on this initial work and ensure that self-managed teams were implemented in a best practice sustainable manner.

Project Aim

The aim of the project was to identify and implement best practices in transforming the traditional hierarchical management system to a fully operational self-managed system by 2021. The project would seek a system that engages, empowers, and enlightens employees leading to improved levels of employee happiness, innovation and productivity improvements by the end of 2018.

Review

KHDA held meetings and focus groups in order to understand the current situation. In addition, information concerning KHDA's progress and results from implementing holacracy were obtained including analysing the findings from KHDA's Employee Happiness @ Work Survey. The KHDA benchmarking team conducted a SWOT and fishbone analysis and defined new measures to be utilised in monitoring the progress and performance of the project outcomes. A report of the findings from the Review stage was presented to top management.

The analysis from data in April/May 2017 showed that 12 Holacracy circles (teams) were in operation managing KHDA processes and projects, 20% of staff were participating in a Holacracy circle, 6 staff were trained as Holacracy coaches and that overall the maturity level of the Holacracy system was at level 1 – the first step. Issues that were identified as needing to be addressed were the employee onboarding process, training on Holacracy, and the need to customise Holacracy to fit with KHDA's culture.

Acquire

In the Acquire stage, the KHDA benchmarking team defined the areas to be benchmarked and developed a list of criteria to select benchmarking partners. Nine criteria were set with the main criteria being those organizations that had applied similar approaches with a focus on self-managed teams. Additional factors included evidence that the organisations had achieved high levels of recognition for employee happiness, customer happiness and innovation. The team then identified organisations to learn from using the "Great place to work" list for 2017, BPIR.com best practice resource, and desktop research.

Knowledge & Human Development Authority (KHDA)

Governance Without a Governor

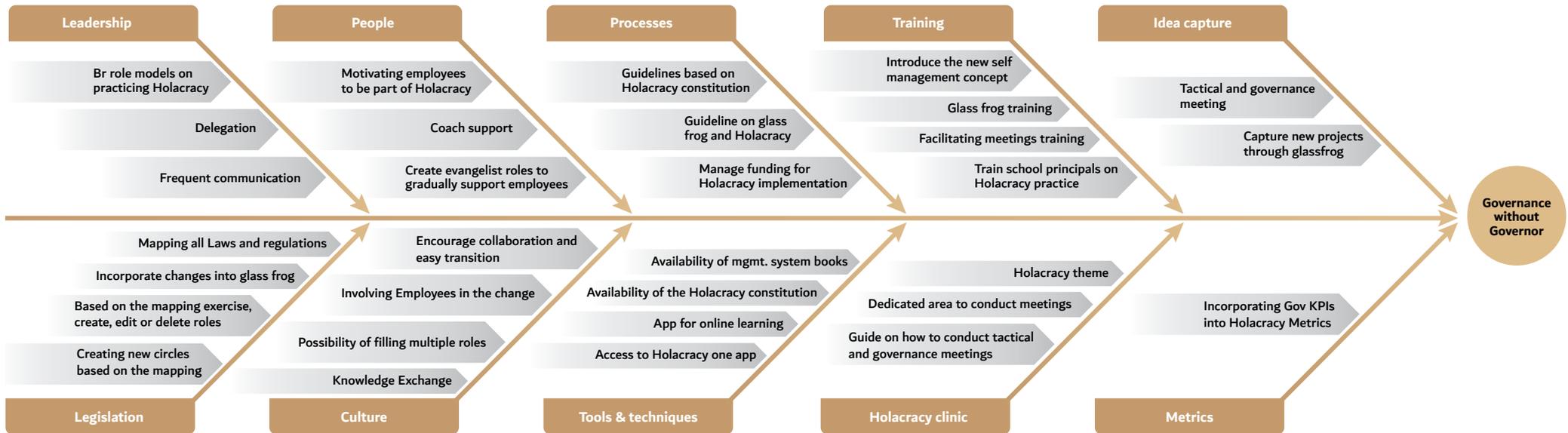


Figure 14.2: KHDA's fishbone diagram showing the requirements for Holacracy to be successful



Figure 14.3: Team meeting to discuss benchmarking partners

Potential benchmarking partners were approached using a brief of "Dubai we Learn" along with a list of questions to be asked of the benchmarking partner during the site visit. The questions focused on learning about their current approach to self-management and how they measure performance. In addition, questions were asked about the mechanisms for capturing ideas and supporting innovative thinking. Questions also focussed on how the benchmarking partners managed change and shifting mindsets whilst minimising any potential adverse impact on employee engagement.

The organisations benchmarked were Noon (UAE), Brainquil (UAE), Omnicom Media Group (UAE), ARCA (Italy), Washington Technology Solutions (US), Zappos (US), GrantTree (UK), Springest (UK), HolacracyOne (US) and Structure Process (US). Five of these were visited and the other five were learnt from through video-conferencing. The three UAE partners welcomed the KHDA

benchmarking team and were willing to share information on a quid pro quo basis. One of the local organisations showed interest in KHDA's self-management approach and are considering applying it themselves.

The team found it challenging to find best practices relating to how to measure the success of self-managed teams, so they sought other channels such as examining published articles and desktop research provided by COER.

During the Acquire stage, the team learnt that an organisation can be creative and innovative in changing their management structure to bring out the talent in their employees and in total recommended 22 practices for implementation.



Figure 14.4: Benchmarking visit to Omnicom Media Group



Figure 14.5: Holacracy training session

Deploy

Meetings were held with KHDA's leadership to present the findings and recommendations from the Acquire stage. A total of 14 recommendations were approved for implementation.

Specific actions implemented included the creation of a new governance methodology to replace the hierarchy system, the setting up of a Holacracy Clinic to provide Holacracy coaching to staff, the launching of LearnAPP – a digital learning app for Holacracy with on-line classes developed in partnership with Proversity, the development of a Holacracy dictionary and the introduction of mind-set shift training sessions to increase awareness and understanding of Holacracy and support engagement with the new system. To encourage greater participation in Holacracy circles a "Market Place" for advertising available roles in Holacracy circles was created. In addition, an Empathy Tool exercise was carried out to understand staff perceptions of the journey so far and identify levels of engagement as well as employees that required more support.

Of key importance was increasing the number of certified Holacracy coaches to support these changes and the introduction of a platform (called Glassfrog) to capture the outcomes of Holacracy circle projects.

Evaluate

At the Evaluate stage, the benchmarking team evaluated the impact of the project towards achieving the key objective of implementing a self-managed team approach. By April 2018, KHDA had 87% of staff participating in a circle in comparison to 20% of staff in May 2017 and the maturity level of the Holacracy system had progressed from level 1 (first step) in 2017 to level 2 to 3 (got the basics) in 2018. Early indications show that the Holacracy approach is improving productivity levels with the "Customer Delight Circle" increasing transactions from 496031 in 2017 to 796488 in 2018

using the same number of people. In addition, survey results showed that KHDA had maintained its position in the top 10% of companies for employee happiness, although there was a slight drop in the overall score from 7.6 (Dec 2016) to 7.5 (Dec 2017) (Happiness@Work survey). This was considered an achievement when transitioning through such a major change process with results expected to improve in the future. The survey also indicated improved employee happiness with self-managed teams from 8.1 in Dec 2016 to 8.4 in Dec 2017 (Happiness @Work survey).

It is expected that the transition to Holacracy, with such radical changes to governance and organisational structure, will bring future challenges but reap major rewards with the ultimate objective that KHDA delivers a better education system for Dubai. In addition, the learning from KHDA could be instrumental in changing human resource practices throughout the whole of Dubai's government.

Knowledge & Human Development Authority (KHDA)

Governance Without a Governor

Governance without a Governor			
Measurement	Before	After	Frequency/Comments
Improving Employee Happiness level with self-managed	From 8.1 in Dec 2016	To 8.4 in Dec 2017	Annually Happiness@work
Increasing the number of people that volunteer to be in a circle	20% in May 2017	To 87% in April 2018	Bi-weekly / Holacracy stats
Increasing the number of decisions identified per person per meeting from an average of	1.5 in Jan 2017	To 4.6 in April 2018	Annually / Holacracy stats
Increasing the productivity level for Delight circle "Customer Relations"	Handling 496031 transactions in 2016	Handling 796448 transaction in 2017	Annually / Holacracy stats
Increasing the number of coaches	From 6 in April 2017	To 17 in May 2018	Own-it-circle
Increasing the average number of roles per person	From 1 in 2017	To 3 in 2018	Holacracy stats
Increasing the level of interaction between KHDA staff from an average of	From 2 in 2017	To 4 in 2018	Work communication / Yammer / Glassfrog
Increasing the number of Rep-link	From 6 in April 2017	To 35 in 2018	Holacracy stats
Increasing the number of secretaries	From 6 in April 2017	To 37 in 2018	Holacracy stats
Increasing the number of people trained in facilities	From 8 in 2017	To 24 in 2018	Holacracy stats
Increasing the number of projects completed by circles	From 30 in April 2017	To 95 in 2018	Own-it-circle
Perceptions on increase in empowerment	From 83% in Dec 2016	To 88% in 2017	By DGEP
Number of people successfully completed the Holacracy Practitioners Assessment	From 5 in April 2017	To 41 in 2018	Online exam / The assessment is scored pass / fail based on 85%
Increasing the average number of tensions raised by each employee	From 2 in May 2017	To 8 in 2018	Agenda items per employee / Holacracy
Increasing the overall maturity level	From level "1- 1st steps"	To the range of 2-3 Got the basics	Maturity assessment

Figure 14.6: Snapshot of before and after results for KHDA's project

Knowledge & Human Development Authority (KHDA)

Governance Without a Governor

TERMS OF REFERENCE
<p>Aim: To identify and implement best practices in transforming the traditional hierarchical management system to a fully operational self-managed system by 2021. By 2018 to have laid the foundations with clear roles and responsibilities that engage, empower, and enlighten employees leading to improved levels of employee happiness, innovation and productivity.</p>
REVIEW
<p>Situation analysis: In 2016 KHDA introduced a new operating structure using self-managed teams. The approach was modelled on a Holacracy system used by Zappos (an on-line shoe and clothing retailer that had achieved high levels of employee happiness and business success). A situation analysis was conducted using SWOT analysis, fishbone diagrams, focus groups, surveys and a review of current documentation (KHDA strategy, happiness/customer satisfaction results and a Holacracy health check). The analysis in April/May 2017 showed that 12 Holacracy circles (teams) were in operation, 20% of staff were participating in a Holacracy circle, 6 staff were trained as Holacracy coaches and the maturity level of the Holacracy system was at level 1 – the first step. Issues that were identified as needing to be addressed were employee onboarding process, training on Holacracy, and the need to customise Holacracy to fit with KHDA culture.</p>
ACQUIRE
<p>Methods of learning: Desk-top research, site visits, on-line interviews Number of best practices identified via desktop research: 53 Number of site visits: 5 Number of organisations interviewed (by site visit or phone calls): 10 Names of organisations interviewed (by site visit) and countries: Noon (UAE), Brainquil (UAE), Omnicom Media Group (UAE), ARCA (Italy), Washington Technology Solutions (US), Zappos (US), GrantTree (UK), Springest (UK), HolacracyOne (US), Structure Process (US) Number of best practices identified via site visits: 8 Number of improvement ideas by the benchmarking team: 13 Total number of best practices/ideas reviewed (desktop research, site visits & ideas): 74 Number of best practices/improvements ideas recommended for implementation: 22</p>

DEPLOY
<p>Number of best practices/improvements approved for implementation: 14</p> <p>Description of key best practices/improvements approved for implementation:</p> <ol style="list-style-type: none"> 1. Mindset shift training sessions to increase awareness and understanding of Holacracy 2. Holacracy coaching 3. Holacracy dictionary (translating Holacracy to Arabic and Hindi) 4. Developing a LearnApp with modules on Holacracy 5. Creating a “Market Place” to advertise available roles in Holacracy circles 6. Providing in-house training to become certified Holacracy coaches 7. Recording project outcomes in the Glassfrog system used by circles for managing projects 8. Measuring the activity of circles 9. Helping employees to become more engaged with their work. 10. Developing a strategy that will enable employees to manage their own self-directed learning approach
EVALUATE
<p>Key achievement: Implementing, largely within one year, a Holacracy self-management system to transform how KHDA operates has been a major achievement. From 20% of staff participating in Holacracy circles in May 2017 to 87% of staff by April 2018. The circles have been introduced with learning from best practices to ensure that the new way of working is accepted and achieves desired results. Increases in employee empowerment, innovation, productivity and happiness levels are expected. Impressive early results have been achieved, for example, a 61% increase in productivity by the Customer Delight Circle for processing transactions.</p>

<p>Non-financial benefits achieved within one year and expected future benefits:</p> <ul style="list-style-type: none"> • Improved employee happiness with self-managed teams from 8.1 in Dec 2016 to 8.4 in Dec 2017. Overall employee happiness rating places KHDA in the top 10% of organisations, comprising 160 organizations in 30 countries, although a slight drop in happiness from 7.6 (Dec 2016) to 7.5 (Dec 2017) (Happiness@Work survey) • Increasing the number of employees in a circle from 20% in May 2017 to 87% in April 2018 • Increasing the number of projects completed by circles from 30 in April 2017 to 95 in 2018 • Increasing the productivity level for processing transactions by 61%, service delivery time decreasing by 91% and cost of operations to service customers decreasing by more than 80% for the “Customer Delight Circle” in one year • Increasing the level of empowerment from 83% in Dec 2016 to 88% in Dec 2017 (DGEP Survey) • Increasing the maturity level of the Holacracy system from level 1 in 2017 to level 2 to 3 (got the basics) in 2018
<p>Financial benefits achieved within one year and expected future benefits:</p> <ul style="list-style-type: none"> • The benefits will be measured in more depth by the end of 2018. An important part of the project has been establishing appropriate measures. Some circles are reporting significant productivity improvements, in addition to more innovations and greater employee retention, all contributing to improved financial outcomes.

Status of project	Terms of Reference	Review	Acquire	Deploy	Evaluate
Start:	17 April 2017	30 April 2017	10 May 2017	10 May 2017	17 December 2017
Finish:	26 April 2017	9 July 2017	10 October 2017	10 October onwards	5 April 2018

Figure 14.7: Summary of project achievements of KHDA within one

RECOGNITION AWARDED TO PROJECT TEAMS

The Excellence Makers projects were closely monitored throughout the year with assistance and encouragement given. The key milestones for the projects were the Progress Sharing Days and final Closing Sharing Day. On each of these days the teams would come together and give presentations on the progress of their projects. The prime purpose of these days was to encourage sharing and learning between the project teams.

Progress Sharing Days

Three Progress Sharing Days were held during the project duration. For these days, all benchmarking teams attended and each team in turn gave a 10-minute presentation on their project showing the progress they had made. In addition to the presentations the teams sat at tables with people from other teams and provided ideas on how to help each other's projects. In a number of cases, this led to government entities becoming benchmarking partners for each other. The first sharing day was held in June 2017, the second in September 2018 and the third in December 2018.



Figure 15.1: Group photo of the 1st Progress Sharing Day

Closing Sharing Day Recognition

On 8th April 2018, a Closing Sharing Day was held which marked the end of the 2nd cycle of the Excellence Makers Program. This was almost a year after the start of the projects and represented the end of the support provided by COER and DGEP. The projects were at different stages of completion due to their varying levels of complexity and dependent on the nature of the best practices being implemented which ranged from the simple (for example, improving the uptake of an app) to the complex (for example, creating a framework to combat diabetes). All the projects had completed the acquire stage of TRADE but some were in the process of implementation whilst others needed more time to evaluate the impact of their projects. Whether the projects had finished or not they were assessed by an expert panel and recognition was given based on each team's presentation and benchmarking report. The Closing Sharing Day was attended by the 11 teams, their guests and sponsors, DGEP executives and COER members and an expert panel.



Figure 15.2: Question and answer session during progress sharing day



Figure 15.3: Dr Zeyad El Kahlout, Senior Quality and Excellence Advisor, DGE, providing the Welcome Address at the Closing Sharing Day

Assessment grades	Certificate awarded
7 Stars ★★★★★★	TRADE Benchmarking Proficiency Certificate with Commendation
5 to 6 Stars ★★★★★★	TRADE Benchmarking Proficiency Certificate with Commendation
3 to 4 Stars ★★★	TRADE Benchmarking Proficiency Certificate
1 to 2 Stars ★★	Incomplete

Figure 15.6: TRADE Benchmarking Certification levels



Figure 15.4: His Excellency Abdulla Mohammed Al Basti, Secretary General of the Executive Council of Dubai with all the teams to mark the close of a successful program



Figure 15.5: Expert panel - Dr Robin Mann (New Zealand), Garvin Chow (Singapore) and Dotun Adebajo (UK)

Figure 15.3 shows Dr Zeyad El Kahlout, Senior Quality and Excellence Advisor, DGE welcoming all the teams at the start of the day and Figure 15.4, shows His Excellency Abdulla Mohammed Al Basti, Secretary General of the Executive Council of Dubai at the end of the day acknowledging the huge contribution made by each team.

The Excellence Makers Program aimed to build the capability of government employees in using a systematic learning methodology,

the TRADE benchmarking methodology. Through the application of this methodology it was expected government entities would find, adapt and implement innovative practices to elevate government performance. The Closing Sharing Day served as a mechanism to see if the program's aims had been met. The projects were assessed using the TRADE certification scheme. Each benchmarking team was required to give a 15-minute presentation on how they had undertaken their project and the outcomes achieved so far. The projects were evaluated by an expert panel, Figure 15.5, and awarded a grade using the TRADE benchmarking certification levels shown in Figure 15.6. The evaluation was based on both the teams' presentations and a benchmarking report and supporting documentation.

All the projects received 3 to 4 stars or higher which was a significant achievement within one year. This meant all benchmarking team members achieved TRADE Benchmarking Proficiency – Silver Level. Three of the teams achieved 7 Star recognition, these were Dubai Government Human Resources Department, Dubai Health Authority, and Dubai Police. Four teams achieved 5 to 6 Star recognition, these were Dubai Corporation for Ambulance Services, Dubai Electricity & Water Authority, Dubai Municipality, and Knowledge & Human Development Authority.



Figure 15.7: Dubai Government Human Resources Department receiving 7-star recognition at the Closing Sharing Day, 8th April 2018



Figure 15.8: Dubai Health Authority receiving 7-star recognition at the Closing Sharing Day, 8th April 2018



Figure 15.9: Dubai Police receiving 7-star recognition at the Closing Sharing Day, 8th April 2018

Figures 15.7 to 15.9 shows photographs of the teams given 7-star recognition whilst Figure 15.10 shows the level of recognition received by each team.

7 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Government Entities	Project Title
Dubai Government Human Resources Department	Launching a Dubai Government HR Think Tank
Dubai Health Authority	Prevention better than Cure / Innovative Prevention Program to Combat Diabetes
Dubai Police	Call of Duty: Police Edition - Best practices in vehicle fleet maintenance
5 to 6 Stars ★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Government Entity	Project Title
Dubai Corporation for Ambulance Services	Treat the Patient Not the Clock
Dubai Electricity & Water Authority	AFKARI Ideas Management System
Dubai Municipality	Knowledge & Innovation Hub
3 to 4 Stars ★★★ (TRADE Benchmarking Proficiency Certificate)	
Government Entity	Project Title
Dubai Civil Aviation Authority	Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations
Dubai Customs	Dubai Accredited Clients
General Directorate of Residency & Foreigners Affairs	Positive Energy
Public Prosecution	A Smarter Public Prosecution Service

Figure 15.10: The recognition awarded to each project team

KEY ACHIEVEMENTS

The Dubai Government Excellence Program (DGEP) is at the forefront of facilitating capability development initiatives and activities across government entities.

The Emirate of Dubai has made a dramatic transformation in the past 40 years to become one of the world's most iconic destinations. It has and will continue to be an attractive magnet for tourists, settlers and businesses from many countries. As its temporary and permanent resident populations continue to increase, there will be an increasing demand for public services. High profile events such as Expo 2020 will serve further to highlight the need for public services to continue their journey of excellence. Driven by the visionary leadership of His Highness Sheikh Mohammed bin Rashid Al Maktoum and the passion and commitment of its public workers, government entities in Dubai are well poised to meet these challenges.

The Dubai Government Excellence Program (DGEP) is at the forefront of facilitating capability development initiatives and activities across government entities. 'Dubai We Learn' is one such initiative. Launched and managed in partnership with the Centre for Organisational Excellence Research (COER), New Zealand, the initiative has so far involved guiding 24 important government projects to completion.

Key achievements of the 2nd cycle of Dubai We Learn projects

The 11 projects selected for the 2nd cycle of Dubai We Learn's Excellence Makers Program encompassed a range of projects that ranged from diabetes prevention to the safe use of drones. The successful deployment of improvement activities across all projects within the limited timeline of the initiative is testament to the commitment, passion and energy of the project teams and their sponsors. In addition, it highlights the versatility of the TRADE benchmarking methodology and its applicability to a variety of project types in a variety of organisations. Figure 16.1 provides a summary of the key achievements of the 11 projects and Figure 16.2 classifies these achievements into financial, customer/citizen, human resource, and process benefits.

Government Entities	Project Title	Key achievements of projects within one-year time frame
Dubai Civil Aviation Authority (DCAA)	Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations	Strong key stakeholder engagement with Dubai Police, Dubai Customs, Department of Economic Development, federal aviation authority, retailers, manufacturers, commercial users and hobbyists leading to a multifaceted approach to improve current awareness and safety processes of RPAS. Results include a significant increase in RPAS registrations from 104 (2016), 897 (2017) to 1600 (March 2018) with a target of 4000 by the end of 2018. In addition, there were zero RPAS incidents in 2017 to 2018 compared to 3 incidents in 2016, saving potentially 10's of millions of AED in airport shutdown costs.
Dubai Corporation for Ambulance Services (DCAS)	Treat the Patient Not the Clock	A performance measurement design architecture with 15 KPIs (including definitions and reporting system) was proposed with 6 KPIs implemented in 2018 and others to be implemented by 2021. The design reflected the need to move away from emergency response time as the prime measure and use other clinical (outcome-based) measures. The benchmarking project led to a major shift in how DCAS' staff and stakeholders understand and use performance measures. Already DCAS has improved performance, reducing the cost to respond to emergency calls by 1,200,000 AED within the first quarter of 2018, with superior clinical outcomes expected by 2021.

Dubai Customs	Dubai Accredited Clients	Development and piloting of the Al Furdah Loyalty Program (with 1,000's of clients expected) to replace the Client Accreditation Program (415 accredited clients) represents a major shift in direction. The new program will save on resource for Dubai Customs and its clients (for example, enrolment time will be reduced from 30 days to 12 hours), increase compliance rates and assist businesses to grow in Dubai. In addition, the Dubai-Wide Client Loyalty Program has attracted interest from Dubai's senior leadership and is now under the umbrella of the Dubai 10X program with the potential to make a major contribution to Dubai's economy and society.
Dubai Electricity & Water Authority	AFKARI Ideas Management System	Identification and implementation of 13 best practices (from 20 approved) within a one-year time frame leading to an increase in idea engagement rates from 23% in 2016 to 42% in 2017, an increase in the number of implemented ideas from 241 in 2016 to 428 in 2017 and improvements in the idea implementation rate from 42% in 2016 to 47% in 2017. This is projected to lead to an increase in the return of investment from ideas worth 100's of millions AED.
Dubai Government Human Resources Dept (DGHR)	Launching a Dubai Government HR Think Tank	Development and widespread stakeholder agreement to a Blueprint for a Dubai Government Think Tank to shape the future of HR within Dubai. The Blueprint consists of a 73-page document describing the purpose, structure, services and operating model of the Think Tank. The vision of the Think Tank has been initially set as "Pioneering HR for the world" with three prime services; research, smart library and consulting services. These services are expected to achieve a return on investment of 100's of millions AED through driving employee engagement and innovation in the government sector.
Dubai Health Authority	Prevention better than Cure / Innovative Prevention Program to Combat Diabetes	The development of a Dubai Diabetes Prevention Framework and gaining acceptance of this within DHA and the wider stakeholder group within a year and beginning its implementation. Excellent results achieved so far include increasing diabetes awareness campaign participants from 36,739 in 2016 to 47,303 in 2017, conducting 22,222 diabetes screenings, piloting a Wellness Program to reduce the risk of developing diabetes, establishing two life-style clinics, developing a risk assessment survey for a smart application and developing a non-communicable disease policy.
Dubai Municipality	Knowledge & Innovation Hub	The team designed and piloted a Knowledge and Innovation Hub for the Building Department and Waste Management Department within a one-year time frame. The Hub is showing higher usage figures, from 284 users in March 2017 to 359 users in March 2018 and it has received positive stakeholder feedback with consent being given to roll out the implementation to the whole of DM in the 3rd quarter of 2018. The project is expected to deliver financial benefits in the millions of AED per year due to productivity and innovation gains.
Dubai Police	Call of Duty: Police Edition - Best practices in vehicle fleet maintenance	An increase in productivity from 40% to 72% and vehicle availability from 88% to 95% (Aug-2017 to Mar-2018) saving 14 million AED (and expected to rise to 20 million AED over a full year). Improvements were largely due to improving the accuracy of the maintenance data and setting financially related KPIs which enabled more informed management decisions and identification of appropriate benchmarking partners to learn from
Dubai Public Prosecution	A Smarter Public Prosecution Service	Through learning from best practices, DPP increased the number of customer service requests submitted electronically by 13% with 93% submitted electronically in total. This was a major and necessary achievement when total requests almost doubled per quarter. Without this improvement there would have been difficulty in handling the increased number of visits by customers due to limited parking space. Customers were the main beneficiaries of the change with electronic services being available 24/7; in total 33,660 hours in customer travel/service time or AED 1,935,427 for customers was saved over a year (based on petrol costs and assuming their time is worth 50 AED per hour) and customer satisfaction increased from 75% to 90%.

General Directorate of Residency & Foreigners Affairs-Dubai	Positive Energy	Developing Positive Energy definitions, a maturity assessment tool, and implementing exciting initiatives such as Positive Energy Workshops, Mental Health Monitoring and encouraging talent were major achievements. Implementation of the maturity assessment tool, after piloting, will enable Positive Energy to be tracked for individuals, teams and departments with appropriate initiatives provided to raise performance across five dimensions of Engagement, Wellbeing, Influencer, Resilience and Innovator.
Knowledge & Human Development Authority	Governance Without a Governor	Implementing, largely within one year, a Holacracy self-management system to transform how KHDA operates has been a major achievement. From 20% of staff participating in Holacracy circles in May 2017 to 87% of staff by April 2018. The circles have been introduced with learning from best practices to ensure that the new way of working is accepted and achieves desired results. Increases in employee empowerment, innovation, productivity and happiness levels are expected. Impressive early results have been achieved, for example, a 61% increase in productivity by the Customer Delight Circle for processing transactions.

Figure: 16.1: Summary of project achievements

<p>Financial Benefits</p> <ul style="list-style-type: none"> • Zero RPAS incidents in 2017 to 2018 meant a potential saving of 10's of millions of AED. In addition, revenue from RPAS registrations is expected to be around 400,000 AED by the end of 2018 (DCAA) • A saving of almost 1,200,000 AED within the first quarter of 2018 due to reducing the cost to respond to an emergency call (DCAS) • Expected to be in the 100's of millions of AED due to the increase in the number of ideas and a higher implementation rate (DEWA) • The expected savings from the Dubai Diabetes Prevention Framework are expected to be in the millions of AED from having a healthier population (with less reliance on the health sector and a more productive workforce) (DHA) • The Think Tank is expected to achieve a return on investment of 100's of millions AED through driving employee engagement and innovation in the government sector. (DGHR) • It is estimated that over a year, the Knowledge and Innovation Hub can save the pilot departments AED 10,425,600 and AED 60 million for Dubai Municipality as a whole. (Dubai Municipality) • Saving 14 million AED (and expected to rise to 20 million AED) through increasing productivity from 40% to 72% and vehicle availability from 88% to 95% (Dubai Police) • Saving AED 1,935,427 for customers per year (on petrol costs and assuming their time is worth 50 AED per hour). (DPP) 	<p>Customer/Citizen Benefits</p> <ul style="list-style-type: none"> • Increase in RPAS registrations from 104 (2016), 897 (2017) to 1600 (March 2018) and a target set of 4000 for 2018 and Zero RPAS incidents in 2017 to 2018 compared to 3 RPAS related airport shutdowns in 2016. (DCAA) • Expected improvement in clinical outcomes due to a focus on patient outcomes rather than response time. (DCAS) • Enrolment time for the Client Accreditation Program reduced from 30 days to 12 hours, number of benefits provided to clients increased from 2 to 17 leading to improved competitiveness of clients due to reduced compliance costs and enhanced reputation for those enrolled in the loyalty program. (Dubai Customs) • Future savings of AED 5 million per year for Dubai Government entities as they will have less need to outsource Human Resource research and consultancy. (DGHR) • Implemented diabetes screening of 22,222 clients across 12 health centres, completed the pilot phase of a Happiness Prescription Program with 43 participants reducing their risk of developing diabetes risk by 7 to 13% and increased participation in diabetes awareness campaigns from 36,739 people in 2016 to 47,303 people in 2017. (DHA) • Increase in customer satisfaction from 75% in March 2017 to 90% in March 2018 with electronic services being open 24/7 and the visitor parking problem reduced. Saving 8414 hours for customers over one quarter (33,660 hours per year) from visiting offices (DPP) • Decreasing service delivery time by 91% and cost of operations to service customers by more than 80% for the "Customer Delight Circle" in one year (KHDA)
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<ul style="list-style-type: none"> Improvements in productivity and innovation are expected to lead to savings and stakeholder value (GDRFA). Holacracy circles are reporting significant productivity improvements, in addition to more innovations and greater employee retention, all contributing to improved financial outcomes. (KHDA) <p>Process Benefits</p> <ul style="list-style-type: none"> 20 staff were trained on performance measurement and one awarded a diploma. This led to a greater understanding and commitment to DCAS' strategy. (DCAS) Increase in idea engagement rates from 23% in 2016 to 42% in 2017, an increase in the number of implemented ideas from 241 in 2016 to 428 in 2017 and improvements in the idea implementation rate from 42% in 2016 to 47% in 2017. (DEWA) Future savings of AED 6 million per year through reducing DGHR's outsourcing of research (DGHR) Established 2 lifestyle clinics and upgraded Phase-1 of Hayati smart application supporting the roll out of the Happiness Prescription Program to include a diabetes prevention risk assessment survey, so far 3,000+ installs. (DHA) Increase in vehicle availability from 88% to 95% (Dubai Police) Increased the number of customer service requests submitted electronically by 13% with 93% submitted electronically in total (DPP) Increasing the number of employees in Holacracy circles from 20% in May 2017 to 87% in April 2018 and the number of projects completed by circles from 30 in April 2017 to 95 in 2018 (KHDA) 	<ul style="list-style-type: none"> Increase in customer satisfaction from 75% in March 2017 to 90% in March 2018 with electronic services being open 24/7 and the visitor parking problem reduced. Saving 8414 hours for customers over one quarter (33,660 hours per year) from visiting offices (DPP) Decreasing service delivery time by 91% and cost of operations to service customers by more than 80% for the "Customer Delight Circle" in one year (KHDA) <p>Human Resource Benefits</p> <ul style="list-style-type: none"> Future savings of AED 4 million per year through improving productivity of Dubai Government employees and through setting standards of superior HR services it is expected that Dubai's 45th position in the Human Capital Index will quickly improve. (DGHR) Increase in labour productivity from 40% to 72%. (Dubai Police) Implementation of the Positivity Maturity Assessment Tool will enable Positive Energy to be tracked for individuals, teams and departments with appropriate initiatives provided to raise performance across five dimensions of Engagement, Wellbeing, Influencer, Resilience and Innovator (GDRFA) Improved employee happiness with self-managed teams from 8.1 in Dec 2016 to 8.4 in Dec 2017 (Happiness @Work survey), increasing the level of empowerment from 83% in Dec 2016 to 88% in Dec 2017 (DGEP Survey), and a 61% increase in productivity by the Customer Delight Circle for processing transactions. (KHDA)
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Figure 16.2: Project benefits classified into financial, customer/citizen, human resource and process benefits

The achievements from the Excellence Makers Program have been outstanding especially as some of the projects are still implementing some of the ideas and practices and others are in the early stage of collecting results. The program is leading to major benefits for Dubai's citizens, residents, visitors and government employees. The projects have saved or generated millions of AED through waste reduction, new innovations and productivity gains. The learning from these projects has led to more benchmarking projects

being undertaken as the team members become ambassadors of benchmarking and organisational learning. The success of the projects has led to raising the reputation of the Dubai government.

LESSONS LEARNT AND KEY SUCCESS FACTORS

This chapter presents the lessons learnt and the key success factors for undertaking benchmarking. It is based on the perceptions of the 11 project teams whose projects have been presented in this book. This is followed by a conclusion explaining how the initial success of Dubai We Learn can built on to foster and embed an organisational learning culture throughout Dubai Government

Lessons Learnt

The lessons learnt were submitted by all benchmarking teams with their final benchmarking report. The lessons learnt have been grouped into common themes and are shown as they were submitted.

Comments on the TRADE Benchmarking Methodology

- We trained medical staff in TRADE benchmarking, KPIs and Healthcare Failure Modes Effect Analysis and all this training is uncommon in the medical field. This allowed us to utilize our resources in a better way and has shown our top management we can achieve results by thinking differently (DCAS)
- The TRADE spreadsheet provided the right knowledge needed to tackle all missing points and increased our awareness of this powerful system (DEWA)
- The five steps of the TRADE benchmarking methodology enriched the teams' way of thinking, increased options for research, effective analysis and writing of reports (DEWA).
- TRADE has served as a great tool with structured guidance; which helped us to use it even when some of our team did not receive any formal TRADE training. In addition, these tools can be used for other projects and programs in our organization. (DHA)
- The TRADE spreadsheet is a living document representing the project's journey. (DHA)

- Ensure that all team members have a clear understanding of the TRADE methodology (Dubai Customs)
- A clear definition of aim and scope will facilitate TRADE implementation (Dubai Police)
- TRADE has been very effective in allowing us to ask the right questions at the right time and helped our team fine-tune the project scope to successfully achieve the project aims and objectives (Dubai Police)
- Benchmarking did not only give us best practices and improvement ideas but also validated some of our current practices as best practices (Dubai Police)
- The TRADE spreadsheet was a very useful tool to monitor project improvements and keep track of the project's completion status (DPP)
- The TRADE methodology was clear and easy to follow (GDRFA)
- By using TRADE, government entities can discover, determine and deploy best practices backed up by a scientific and analytical approach. (KHDA)
- The TRADE methodology worked very well to help us to organize our work and set priorities. The benchmarking project as an exercise to research other companies applying similar concepts was exciting. We met so many new people and had the pleasure to discuss future cooperation with a few of them. (KHDA)
- TRADE served as a navigation tool across all stages of benchmarking and helped define grey areas specifically around the Acquire and Deploy stage. TRADE along with the advice and direction of the Dubai We Learn coaches, helped the team select a system best suitable to KHDA's needs, purpose and long-term vision (KHDA)

Comments on the importance of Leadership

- Ensure early buy-in from the business owner and other key stakeholders (Dubai Customs).
- Engagement is key, keep the leaders engaged and involved. Most of the sponsors worked 'behind the scenes' but they provided the key support when required (DGHR)
- The only good thing about bad news is if it is communicated early to the sponsor. Keep them informed of good and bad developments (DHGR)
- Keep the project sponsor informed using 'SIR'. S – Status, I – Issues and R – Risks (DGHR)
- The project sponsor accompanied us on the international benchmarking visits as well as some of the local benchmarking visits. It added further credibility to the project outcomes (DGHR)
- Regular meetings with senior management to discuss the project and budget are really helpful to keep them engaged and supportive (GDRFA)
- The support of top management is crucial to drive the project forward speedily. Stakeholders need to be involved in all stages (Dubai Municipality)
- Sponsor and deputy sponsor buy-in was critical to the success of the project (Dubai Police)
- Taking good care in determining the financial and non-financial benefits of the project gave the sponsor and others a good view of how the project would benefit the organization (DPP)
- Higher management provided good support for the project mentally and financially (DPP)

Comments on the importance of Teamwork

- Team spirit and commitment are necessary for a successful project (DEWA)
- Cooperation of other divisions, such as HR and Innovation Champions has added value to the project (DEWA)
- Teamwork, collaboration, knowledge sharing and cooperation of the team members was essential to ensure the success of this project (DEWA)
- Team meetings should be run smoothly and in a light environment to make work happy and fun. (DGHR)
- Our team were really committed to this project. In every meeting we discussed the project deliverables, expected outcomes and then distributed the work among ourselves (DGHR)
- Team bonding is as vital as deliverables. During the international site visits, we were working together almost 12-14 hours a day to complete our day-long meetings and then have a debrief to complete our notes. This would not have been possible to achieve in the absence of harmonious team relations (DGHR)
- Clear roles and responsibilities for each team member are essential (Dubai Customs).
- Good team work and support from existing members was a critical success factor for the benchmarking project. (Dubai Police)
- To support teamwork, it is important to utilize online means of communication to complete tasks such as What's App, Google Drive and OneDrive. (Dubai Police)
- The selection of team members was quite successful as the team members were from almost all the Departments that had a stake in the project (DPP)
- Having regular meetings helps to build team work and maintain a positive spirit (GDRFA)

Comments on the importance of Change Management

- Stakeholder partnership and cooperation is necessary to ensure the project can be implemented and adds value (DCAA)
- Create awareness among all the concerned stakeholders so that they are ready for change (DCAS)
- Keep an open mind to learn from different practices (DCAS)
- Identify as early as possible stakeholders and their relative support for the project. Understand their pain points and what they do and do not want to do (DGHR)
- Risk management is a dynamic process that needs to be managed throughout the process. It is important to identify risks early on and plan ahead to mitigate potential problems. (DGHR)
- Involvement of all stakeholders in all TRADE stages is crucial for the project's success (Dubai Municipality)
- Engage the “experts” within the various units of the organization (Dubai Customs).
- Identify short and long-term objectives to ensure the continuation of the project (Dubai Police)
- TRADE benchmarking has enabled a mind-set and culture of continuous improvement and change management beside learning (Dubai Police)
- Estimate the cost and benefits before starting the project and obtain higher management's approval, this should include potential resources required for implementation to ensure the project will be appropriately supported from start to finish (DPP)

Key Success Factors for Benchmarking Projects

The key success factors for undertaking benchmarking projects were submitted by all benchmarking teams with their final benchmarking report. The key success factors have been grouped into the five stages of TRADE

Key success factors for Terms of Reference – Plan the project

- The clearer the objective of benchmarking, the more likely learning outcomes will be achieved (DCAS)
- Executing a communication plan and having a time line throughout the project is key to success (DCAS)
- Defining the scope and objectives helped our team focus on the targets for this project (DEWA)
- Weekly meetings helped the progress of the project and the assignment and completion of tasks (DEWA)
- Take extra time and caution in defining the project's scope. Consider factors such as the nature of the project, allocated/available funds, access to decision makers and desired flexibility on funding. (DGHR)
- Don't forget to review and update the project scope regularly based on internal (organizational) or external (outside organization) factors. (DGHR)
- Involve, engage and inform all possible stakeholders (DGHR)
- Define the aim and scope before starting the project (DPP)

Key success factors for Review current state

- The fishbone diagram helped us analyse key points and understand the issues better. The fishbone diagram is now being used in most of our challenging projects. (DEWA)
- Conducting brainstorming sessions with internal and external stakeholders helped in understanding the current situation and in generating new creative and innovative ideas. (DHA)

- Understanding the current situation is the first step in managing any project (Dubai Municipality)
- Identifying specific and clear areas to focus on is a critical factor for the success of any benchmarking project (Dubai Municipality)
- It was most important to obtain the customers feedback to ensure that the weak areas that needed addressing were correctly identified (DPP)

Key success factors for Acquire best practices

- The selection of benchmarking partners was a challenge at first, but expanding the search to include international partners and best practices identified through desk-top research added huge value to the the project (DCAA)
- Always keep an open mind to learn from other industries and different practices. (DCAS)
- Prepare as early as possible for budget approvals for international visits (DGHR)
- When selecting international benchmarking partners, check your assumptions. What value do they expect from you? As benchmarking visits requires the time of their senior staff it is an important area for consideration. (DGHR)
- Prepare for a large number of international partners because you might hear apologies from some before the actual visit (DGHR)
- Research similar problems, processes or programs in different Industries and see how they achieved best practice (Dubai Customs)
- Selecting the right partners is a key element that saves cost and time for benchmarking projects (Dubai Municipality)
- The Best Practice Matrix is very helpful for assessing which ideas/best practices to implement and will be used in all future benchmarking projects (Dubai Municipality)

- A mix of various methodologies for obtaining data and best practices can be used. If a visit is difficult to be conducted, a telephone interview, or video conference can be an option if the nature of the project permits (Dubai Municipality)
- Having set a proper scope and criteria for benchmarking helped in selecting an initial list of core and creative benchmarking partners (Dubai Police)
- Benchmarking can be conducted through different methods and not only site visits (Dubai Police)
- Comparing our performance against best practice performance benchmarks allowed us to identify performance gaps and areas for improvement. (Dubai Police)
- LinkedIn is very useful tool for getting to know people from other organizations before approaching them for a site visit (DPP)
- Using advanced search in google was useful to get more specific information from our searches (DPP)

Key success factors for Deploy – Communicate and implement best practices

- Early agreement on resource allocation is paramount for implementation (Dubai Customs).
- Involving stakeholders during the planning phase of the project and sharing information is of a critical value to get their support during implementation (DHA)
- It is useful to start a pilot phase before expansion to test the tools and learn from experience (DHA)
- Communication with all stakeholders to communicate findings of the previous step is a key driver in speeding up the deployment stage and ensuring a high level of commitment (Dubai Municipality).
- For successful deployment there needs to be a clear vision on

what will be implemented, how, when and by whom. This should be through an action plan that is shared and agreed on by all stakeholders. (Dubai Municipality)

- When actions are to be implemented by any stakeholder group, consistent follow up and support should be given by the process owner; otherwise implementation will be disrupted (Dubai Municipality)
- TRADE helped mitigate any unnecessary tension in the deployment phase as well as help develop a systematic and results-driven approach (KHDA)

Key success factors for Evaluate the benchmarking process and outcomes

- Measures should reflect improvements that have value to stakeholders (Dubai Municipality)
- Measurement should be done periodically and consistently (Dubai Municipality)
- The selection of the right KPIs will help measure effectively the success of the project (Dubai Police)
- Measuring the time saved by customers and equating this to money saved by customers was an important measure along with time saved by our own staff (DPP)

Conclusion – Building on the success of Dubai We Learn

Whilst the 2nd cycle of projects for the Excellence Makers Program has ended this does not mean all projects have been completed and the benefits from the program have stopped. Initiatives started during the Excellence Makers Program will continue to be deployed and their success measured. In addition, the participants of the program will be able to utilise the skills, tools and techniques that they have learnt and apply them to their daily work and to new benchmarking projects.

From the perspective of DGEP and COER, there is an opportunity to extend some of the learning to other government entities in Dubai. In particular, it is hoped that government employees will:

- Read this “Dubai We Learn” book to learn about the TRADE Best Practice Benchmarking Methodology and the successful projects undertaken.
- Contact and visit the government entities that participated in the Excellence Makers Program to learn about their projects and best practices to see if they can be transferred to their own organisation.
- Consider being trained in benchmarking (bronze certification level).
- Set up benchmarking projects and have these teams certified at benchmarking proficiency (silver) level on completion of their projects. Within each government entity there should be at least one person certified at a benchmarking mastery (gold) level to oversee and facilitate projects.
- Consider how to support and embed a culture of organisational learning with multiple benchmarking and best practice sharing projects and activities within their government entity. Such a culture will provide a stimulus for creativity and innovation and in particular support the second pillar of “Innovation” of the 4th Generation of Government Excellence Systems Model.

There are a number of key achievements and learning points relating to the overall initiative. These include:

- All teams have made improvements to organisational practices that in most cases have led to significant improvements in performance for Dubai Government and its citizens;
- The teams in all participating government entities now have a very good understanding of benchmarking and organisational learning and the success factors such as stakeholder engagement and project management;
- The teams have been trained and successfully used the TRADE Benchmarking Methodology with all teams reaching a minimum of benchmarking proficiency status (3 to 4 stars);
- The tools and techniques learnt during training will be useful for future improvement projects, thereby giving the government entities a powerful set of tools that can be deployed over a long time;
- The support from project sponsors is crucial in enabling the teams to spend time on the projects and implement new practices.

As a final learning point the Excellence Makers Program has shown how a centralised structured program of organisational learning and knowledge sharing activities can add major value across multiple government entities. Due to this success, the Dubai Government Excellence Program working with the Centre for Organisational Excellence Research plans to begin a 3rd cycle of projects in 2019. The Excellence Makers Program aims to continue to meet the objectives of Dubai We Learn:

- Promote a culture of organizational learning and the transfer and exchange of knowledge in the government sector in Dubai
- Improve government performance and the application of best practices to promote creativity and innovation and improve the satisfaction and happiness of all stakeholders.
- Provide human resource training and capacity building, according to the latest global methods and tools in the field of organizational learning and knowledge sharing
- Enhance Dubai's image as an international hub in the area of government administration, excellence, creativity and organizational learning and knowledge sharing.

CONTACT DETAILS OF PROJECT TEAMS

In the spirit of Dubai We Learn it is important to recognise the contribution of all the project sponsors and team members that participated in the Excellence Makers Program. Without their enormous contribution the projects would not have been successful.

All government entities in Dubai are encouraged to learn from these people and the projects that they undertook. Contact details of the team leaders have been provided in the tables below.

In addition, if you are interested in finding out more about these projects and work for a Dubai government entity you may obtain a password to Dubai We Learn's Best Practice Resource, www.dgpe.bpir.com, by contacting Ahmed@bpir.com. The resource contains video presentations from the Closing Sharing Day for each project.

For information on future cycles of the Excellence Makers Program contact:

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Dubai Civil Aviation Authority

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Dubai Cooperation for Ambulance Services

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Sara Al Haddad	Acting Head of Research & Studies Unit	Administrator	NA
Amal Almehairi	Strategic Specialist	Team Member	NA
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Dubai Customs

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Noorjehan Fayers	Supervisor Contact Centre	Team Member	NA
Abdul Farook	Senior Officer- Client Services Development	Team Member	NA
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Dubai Electricity and Water Authority

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Dubai Government Human Resources Department

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Shaima Abdullah	Programs Manager	Team Member	NA
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Dubai Health Authority

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Dubai Municipality

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Asma ALTamimi	Senior Follow up & Development Officer	Team Member	NA
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Dubai Municipality

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First-Lieutenant/ Ali Thani Bin Ghelaita	Head of Section	Team Member	NA
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Dubai Government Human Resources Department

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Azza Algefri	Branch Head	Team Member	NA
Amna Bilal	Section Head	Team Member	NA
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Knowledge and Human Development Authority

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Rabab Hussein	Head of Strategy and Excellence	Team Member	NA
Ann Kimani	Director of First Impression	Team Member	NA



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