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# ASSESSMENT CYCLE MANUAL



SECOND EDITION  
2025

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

**His Highness Sheikh Mohammed bin Rashid Al Maktoum**  
Vice President and Prime Minister of the United Arab Emirates and Ruler  
of Dubai



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

**His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**  
Crown Prince of Dubai, Deputy Prime Minister, Minister of Defence, and  
Chairman of the Executive Council of Dubai



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# INTRODUCTION

**This manual aims to** familiarize government entities with the awards, categories, criteria, assessment and recognition approaches, and the instructions for participating in the 2026 assessment cycle of Dubai Government Excellence Program (DGEP) Awards, as well as the updates made to them in comparison with the previous assessment cycle. As the latest updated version of the Government Excellence Model (GEM) has been applied in only one assessment cycle, and to allow government entities sufficient time to complete their development and improvement plans, the GEM's structure, pillars, and main criteria have been kept unchanged for this cycle. Nevertheless, a comprehensive revision was conducted to update and simplify the model's criteria and assessment approach based on lessons learned from the previous assessment cycle and the feedback received from participating government entities, central entities, development programs, and assessors.

Based on these revisions, the requirements of the “Jobs of the Future” sub-criterion were moved to the “Future Readiness” criterion, making the latter more comprehensive and inclusive of the requirements of the most effective government entities in preparing for the future. Moreover, several new criteria were classified as “variable weight” criteria, which include all sub-criteria related to resources management in addition to the socio-economic and environmental sustainability criterion. The weights of these criteria are determined for each entity based on the nature of its work and the extent to which each criterion contributes to achieving excellence in its area of specialization.

In terms of excellence levels, the three-tier structure (Basic, Excellence, and Elite) has been maintained. However, the threshold for attaining or retaining the Elite level has been raised to 675 points, while the threshold for the Excellence level remains unchanged. Several updates have been introduced to the Elite Model pillars for this assessment cycle. The “Partnership” pillar has been replaced with a new pillar titled “Behavioral Science” while the “Organizational Agility” pillar has been modified to become “Organizational Resilience and Risk Management”. Additionally, the “Artificial Intelligence (AI) and Data Science” pillar has been updated to “Artificial Intelligence (AI) and Cybersecurity.”

Regarding the Variable Categories and the Dubai Medals for Excellence, their criteria, categories, and participation requirements remain unchanged, in order to allow government entities sufficient time to implement the updates introduced in the previous assessment cycle.

Concerning the program awards, and based on the directives of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister, Minister of Defence, and Chairman of the Executive Council of Dubai, to integrate happiness studies with the organizational assessment categories, the “Best Entity in Providing Integrated Services” category has been revised to award the entity that achieves the highest combined score in the Integrated Government Services criterion, Customer Happiness studies, and Mystery Shopper results. Similarly, the “Best Entity in Human Capital” category has been updated to recognize the entity with the highest combined score in the Human Capital criterion and Employee Happiness studies. Both categories are now open to competition among government entities across all excellence levels.

All these revisions are intended to ensure that the assessment criteria, methodologies, and award categories of the Dubai Government Excellence Program remain aligned with international best practices, thereby motivating Dubai's government entities to pursue higher levels of excellence and global leadership across all areas of government work.

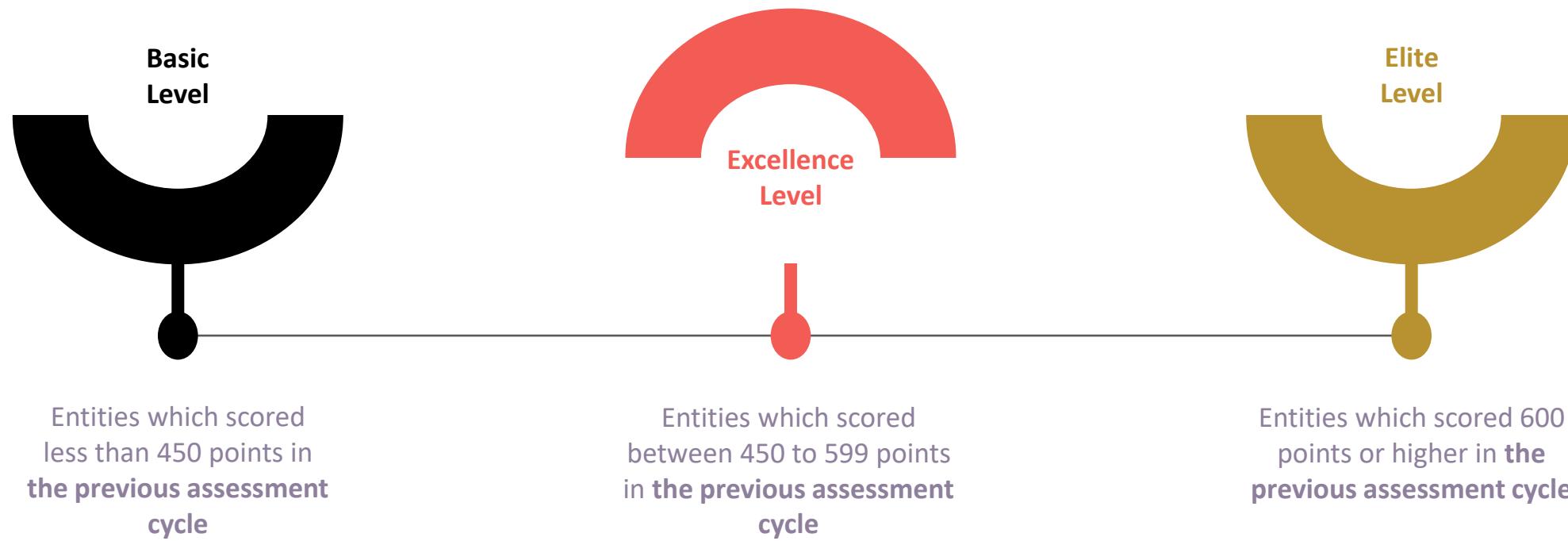
## DUBAI GOVERNMENT EXCELLENCE PROGRAM (DGEP) CATEGORIES - 2026 ASSESSMENT CYCLE

Award Level	Organizational Awards 2026		Dubai Excellence Medal Categories 2026*	
Elite Level Award	1	The Elite Award	1	Dubai Medal for Assistant Director General / CEO
Excellence Level Award	2	Leading Government Entity	2	Dubai Medal for Supervisory Employee
Awards at Criteria Level	3	Best Entity in Innovation and Organizational Learning	3	Dubai Medal for Customer Happiness Employee
	4	Best Entity in Artificial Intelligence (AI) and Digital Enablement	4	Dubai Medal for Innovative Employee
	5	Best Entity in Achieving Dubai Plan	5	Dubai Medal for Specialized Employee
	6	Best Entity in Efficiency and Corporate Governance	6	Dubai Medal for Administrative Employee
	7*	Best Entity in Providing Integrated Services	7	Dubai Medal for Field Employee
	8*	Best Entity in Human Capital	8	Dubai Medal for Young Employee
Variable Category Awards	9*	Best People-of-Determination-Friendly Entity	Special Recognition	
	10*	Best Entity in Emiratization		
	11*	Best Joint Initiative		
	12*	The Most Future-Ready Entity		
<p>* No changes on the previous categories of the 2024 Assessment Cycle</p>				

\* Organizational awards are now open for competition across all excellence levels (Elite, Excellence, Basic).

## ORGANIZATIONAL AWARDS - THE ELITE MODEL AND THE GOVERNMENT EXCELLENCE MODEL (GEM) CATEGORIES

The government entities participating in the current 2026 assessment cycle are divided into three main levels:



The scores achieved by government entities in the previous assessment cycle reflect their respective levels of excellence. Entities that scored below 450 points represented the Basic level of excellence, while those scoring between 450 and 599 points reflected the Excellence level. Entities that scored 600 points or more demonstrated a leading level of excellence, qualifying them to compete for the Elite Level Award in the current assessment cycle.

In line with the vision of Dubai's leadership to encourage government entities to reach higher levels of global competitiveness, the threshold for attaining or maintaining the Elite level has been raised to 675 points in this assessment cycle, while the threshold for transitioning from the Basic to the Excellence level remains unchanged.

## ORGANIZATIONAL AWARDS - THE ELITE MODEL AND THE GOVERNMENT EXCELLENCE MODEL (GEM) CATEGORIES

The below figures show the excellence levels, the award categories that the entities may compete against, the rules for moving between the current cycle levels, and the recognition granted to winners at each level. Government entities that reach the Elite level receive the Elite Certificate, a special recognition, and the right to compete within any of the open Government Excellence Model categories. While those entities that reach the Excellence Level receive the Excellence Certificate and the right to compete within all categories of the Government Excellence Model.

Organization Level	Awards that Entities can Compete Against	Assessment Criteria	Organization Level	Score Achieved in the Current Cycle	Award	Next Assessment Cycle
Assessment	Level	Government Excellence Model	Assessment	Score	Recognition	Outcome
Elite Level	<p><b>5 Categories</b></p> <ul style="list-style-type: none"> <li>Elite Award</li> <li>Best Entity in Providing Integrated Services</li> <li>Best Entity in Human Capital</li> <li>Best Entity in Emiratization</li> <li>The Most Future-Ready Entity</li> </ul>	Government Excellence Model criteria, in addition to the Elite criteria	Elite Level	<p>675 or higher</p> <p>Less than 675</p>	<p>Elite Certificate, Elite Award, special recognition, and competes in open Excellence Model Award categories</p> <p>Excellence Certificate</p>	<p>Remains at <b>Elite</b> level</p> <p>Downgrades to <b>Excellence</b> level</p>
Excellence Level	<p><b>9 Categories</b></p> <ul style="list-style-type: none"> <li>Leading Government Entity</li> <li>Best Entity in Efficiency and Corporate Governance</li> <li>Best Entity in Achieving Dubai Plan</li> <li>Best Entity in Artificial Intelligence (AI) and Digital Enablement</li> <li>Best Entity in Innovation and Organizational Learning</li> <li>Best Entity in Providing Integrated Services</li> <li>Best Entity in Human Capital</li> <li>Best Entity in Emiratization</li> <li>The Most Future-Ready Entity</li> </ul>	Government Excellence Model criteria	Excellence Level	<p>675 or higher</p> <p>450-674</p> <p>Less than 450</p>	<p>Excellence Certificate and competes for Leading Government Entity Award and Excellence Model Award categories</p> <p>Excellence Certificate and competes for Leading Government Entity Award and Excellence Model Award categories</p> <p>None</p>	<p>Upgrades to <b>Elite</b> level</p> <p>Remains at <b>Excellence</b> level</p> <p>Downgrades to <b>Basic</b> level</p>
Basic Level	<p><b>4 Categories</b></p> <ul style="list-style-type: none"> <li>Best Entity in Providing Integrated Services</li> <li>Best Entity in Human Capital</li> <li>Best Entity in Emiratization</li> <li>The Most Future-Ready Entity</li> </ul>	Government Excellence Model criteria	Basic Level	<p>450 or higher</p> <p>Less than 450</p>	<p>Excellence Certificate and competes in open Excellence Model Award categories</p> <p>Competes in open Excellence Model Award categories</p>	<p>Upgrades to <b>Excellence</b> level</p> <p>Remains at <b>Basic</b> level</p>

**Organization Excellence Levels**

**Rules for Moving between the Levels and Recognition**

# PILLARS, CRITERIA , AND WEIGHTS OF THE DUBAI GOVERNMENT EXCELLENCE MODEL 2024

No.	Pillar 1: The Vision	25%	3-3	Integrated Government Services	20%**	No.	Pillar 3: Development Enablers	10%
1	Development Management	9%	4	Societal Value	6%	7	Innovation	4%
1-1	Change Management	2.5%	4-1	Partnership	2%	8	Data Management and Organizational Learning	2%
1-2	Organizational Agility	4%	4-2	Socio-Economic and Environmental Sustainability	2%**	9	Artificial Intelligence (AI) and Digital Enablement	4%
1-3	Corporate Governance	2.5%	4-3	Government Communication	2%	9-1	Artificial Intelligence	2%
2	The Strategic Intent	16%	5	Human Capital and Emiratization	10%**	9-2	Digital Enablement	2%
2-1	Future Readiness	2%	5-1	Managing Professional Talents	6%			
2-2	Dubai Priorities and Plan	10%**	5-2	Emiratization	4%			
2-3	Strategic Intent and Global Competitiveness Ranking	4%**	6	Resources Management	9%			
No.	Pillar 2: Distinctive Value	65%	6-1	Financial Management	5%**			
3	Main Government Functions	40%	6-2	Assets Management	2%**			
3-1	Processes Management	10%**	6-3	Management of Supply and Suppliers	2%**			
3-2	Management of Projects, Initiatives and Policies	10%**						

\*\* Criteria with variable weights depending on the nature of the government entity's work.

## DUBAI GOVERNMENT EXCELLENCE MODEL 2024 CRITERIA



Assessment Cycle 2026

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### The First Pillar: The Vision (25%)

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



# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## First Main Criterion: **Development Management**

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

### **1-1 Change Management**

This criterion focuses on the leadership team's abilities to manage a systematic and organized process aimed at managing and facilitating changes within the entity. This process involves planning and implementing changes effectively to ensure that individuals and teams within the entity can successfully adapt to the new changes, and achieve the positive outcomes associated with the implemented changes for development, improvement, and achievement of the organizational strategic objectives.

#### **A. Capabilities of Change Management**

**This criterion may include the following:**

- Adopting appropriate and agile business models and frameworks; leading, reviewing and directing organizational performance; continuously reviewing changes and risks while providing directions on how to address them; as well as mobilizing efforts and ensuring cooperation and integration to achieve the entity's main functions, objectives and strategic intents and enhance its competitiveness, organizational leadership, and future readiness.
- Supporting the achievement of the government entity's ultimate goal of existence, which is improving the people's quality of life, through cooperation and integration with the entity's partners in the sector which it operates within and the government system in general; as well as adopting an open-door policy to enhance direct communication with people.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities of Change Management (Cont.)

- Managing change and continuous improvement based on organizational learning and innovation; ensuring the achievement of transformation and change-related objectives; in addition to evaluating, maximizing, and investing their returns.
- Reviewing and developing the performance level of the entity's senior management team on a regular basis; and developing second and third tier of leadership through programs aiming at developing their appropriate leadership competencies and skills.
- Supporting and fostering an organizational culture which is based on the values of positivity, achievement, excellence, teamwork, innovative futuristic thinking, and the pursuit of development by supporting, empowering and communicating with the human resources; being a role model for integrity as well as for highly productive and responsible performance; continuous communication with society and the other stakeholders; and enhancing confidence in the government entity and its senior management team.

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

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

#### Performance Indicators Provided by the Entity:

- Results of change and development-related projects.
- Results related to trust (the society's trust in the government entity and the human resources' trust in the leadership team).
- Performance results of the senior management team.
- External stakeholder happiness results regarding the leadership team's communication and engagement with them.
- Results of the employees' happiness with the leadership team in areas such as empowerment, supporting an innovation culture, and providing a positive work environment.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 1-2 Organizational Agility

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

### 1.2.1 Designing and Implementing a Comprehensive Organizational Agility System

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

This criterion may include the following points:

- Building an organizational culture that supports flexibility, proactiveness, and rapid response to changes while utilizing minimum resources, and sustaining a culture of change, development, and cooperation among employees.
- Applying mechanisms to forecast, continuously monitor, and sense the changes within the government entity (such as changes of people's needs and the changes of the objectives of the internal work systems) and outside (such as changes to customers' needs and expectations, monitoring initial indications of crises, disasters, emergencies, workplace and technology-related developments) at operational, strategic and futuristic levels; as well as to analyze data and information, and provide them to decision-makers in a timely manner and in an appropriate form, through effective communication channels.
- The senior management team's speed and effectiveness in making decisions based on information and facts; management of transformation and change; and adoption of innovative solutions to overcome challenges and seize future opportunities.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Adopting flexible structures and work models to ensure optimal utilization of skills, resources, and fast phased achievements to meet objectives within the targeted timeframe (such as adopting the principles of design thinking to ensure the continuous satisfaction of the needs and expectations of stakeholders), and providing the remote work capabilities and resources to ensure business continuity and leverage skills and capabilities of people through remote work practices.
- The use of flexible information and technology systems which enable their operational continuity, maintenance, modification, change and update (as well as their integration and link with other systems and technologies) in a rapid and affordable manner.
- The flexibility of material and financial resource management systems in terms of the ability to respond to change as well as to make modifications quickly and at an appropriate cost, including the agreements and contracts with suppliers, service providers and partnership agreements.
- Integration and cooperation between internal departments; applying the cross-functional team approach; overcoming administrative difficulties and obstacles; streamlining workflows; and achieving the objectives of initiatives and projects in a way which serves the accomplishment of strategic goals and intents.
- The effectiveness of implementing creative ideas, innovative projects, future-shaping initiatives and projects; in integration with the organizational operations; and benefiting from organizational learning in enhancing work approaches, policies and systems.
- Taking into consideration the characteristics of flexibility, efficiency, and responsiveness when designing and implementing all organizational capabilities (including strategies, work models and structures, processes, initiatives, projects, policies, and services), and conducting regular reviews to ensure the continuity of the incorporation of those characteristics in the organizational capabilities.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

#### Performance Indicators Provided by the Government Entity:

- Results related to accuracy of forecasting internal and external changes and the speed of responding to them.
- Results of business continuity and achievement of business objectives upon the occurrence of change, crises, emergencies, and disasters.
- Results of projects and business models which were implemented using organizational agility methods (speed of response, achievement and adaptation; effectiveness and efficiency of objective achievement).
- Results of reviewing and developing capabilities to ensure organizational agility characteristics (percentage of compliance to plan, percentage of reviewed capabilities against targeted).
- Results of implemented projects, seized opportunities, and saved costs through the application of organizational agility.
- Results of enhanced efficiency after implementing organizational agility methods.

#### 1.2.2 Managing Risks, Crisis, and Disasters

### A. Capabilities of Managing Risks, Crisis, and Disasters

This criterion may include the following points:

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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Developing and implementing a risk management plan that is aligned with the entity's priorities within the Dubai Resilience Strategy, which was launched by the Executive Council, and that includes activities, implementation responsibilities, timelines, and required resources for implementation. The plan should include developing effective tools for sensing and anticipating risks, the prompt and efficient implementation of risk response plans, rapid adaptability, and the sustainability of positive results following the response phase or risk mitigation.
- Identifying scenarios and alternative plans to respond to changes and updates that may hinder the achievement of strategic objectives, execution of operations, projects, initiatives, and programs, and to ensure the continuity of the entity's operations in the event of occurrence of such changes, updates, or risks.
- Continuously monitoring changes and performance of risk management plans, update them, and submit relevant reports to the leadership team for guidance.
- Preparing and implementing a communication plan to ensure effective communication with all stakeholders to deal with risks, crises and disasters, in coordination with partners and in alignment with the entity's communication strategy.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

#### Performance Indicators Provided by the Government Entity:

- Results of training plans and drills related to responding to crises and disasters (including business continuity).
- Results of the effectiveness of communication tools and channels in terms of mitigating the risk's impact and responding to crisis and disasters.
- Results of emergency plans in terms of responding to and handling risks (in case of their occurrence).
- Statistics resulting from crisis and disasters.
- Number of eliminated risks (through responding to the risks and mitigating their impacts)
- Results of accidents resulting from the entity's operations and activities (e.g. number of work-related injuries).

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 1-3 Corporate Governance

This criterion focuses on the efficiency and effectiveness of the overall governance framework, ensuring the achievement of the principles of accountability towards stakeholders and transparency towards the community and entities concerned with governance at the government level, especially in relation to compliance to legislation and laws, including those related to intellectual property rights, and in line with the organization structure design and development approach adopted by Dubai Government. Furthermore, this criterion focuses on the achievement of leading results in corporate governance.

### A. Capabilities of Corporate Governance

**This criterion may include the following points:**

- Ensuring the creation of a work environment which is characterized by integrity, fairness, transparency, as well as the development and implementation of effective and comprehensive governance framework and policies in various work areas within the government entity, in line with the Corporate Governance Manual for Government Entities which was launched by the Financial Audit Authority, and ensuring that all activities and decisions are made in the best interest of the entity and aim to achieve its goals, and that there is no conflict of interest or abuse of authority at all management levels and systems (e.g. administrative management, human resource management, financial management, information and technology management, project management, resources and assets management, and others).
- Achieving governance principles related to the separation of control and regulatory activities from service and operational activities, as well as ensuring the clear identification of responsibilities, authorities, and decision-making mechanisms.
- Complying with the legislations, laws and requirements of central government entities and programs; effectively following-up to close any findings stated in the assessment and audit reports issued by entities in charge of administrative, financial or legislative monitoring and control (e.g. The Department of Finance in Dubai, Financial Audit Authority, The Supreme Legislation Committee); providing a dedicated and secure channel for reporting major violations within the government entity (whistle-blowing), along with the necessary measures to protect the confidentiality of information, handling it with discretion, and safeguarding the whistle-blower.
- Applying necessary and adequate measures to reserve the entity and stakeholders' intellectual property rights.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

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

##### Performance Indicators Provided by the Legal Affairs Department of Dubai

- Legal compliance in government claims.
- Legal and procedural compliance in complaints filed against the government entity.

##### Performance Indicators Provided by the Supreme Legislation Committee

- Legislative Compliance Rate.

##### Performance Indicators Provided by Department of Finance in Dubai

- Compliance to submit the draft closing financial statement for the ended fiscal year as per the date specified in the financial circular issued by the Department of Finance of the Government of Dubai.

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

- Conformance with the global internal audit standards.
- Follow-up on the implementation of the action plans for the audit observations.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### Performance Indicators Provided by the Government Entity

- Observations highlighted in the internal and external audit reports, as well as in the related assessment and performance system audit reports, categorized by their importance.
- Results of responding to assessment reports as well as internal and external audit observations (e.g. Percentage of observations closed in a timely manner, implementation of internal audit standards).
- Compliance level with executive and management regulations and decisions within the entity's functions.
- Compliance level with intellectual property laws and provisions.

### B.2 Perception Measures of Stakeholders in Relation to Governance

These measures reflect the opinions and perceptions of stakeholders related, directly or indirectly, to corporate governance (through perception surveys, focus groups, feedback, suggestions, complaints, and appreciation letters). According to the entity's work, such metrics may include the following:

#### Perception Measures Provided by the Government Entity

- Results of applying the principles of transparency, integrity and fairness in dealing with customers.
- Results of applying the principles of transparency, integrity and fairness in dealing with human resources.
- Results of applying the principles of transparency, integrity, fairness and equal opportunities in dealing with suppliers and in setting their selection criteria.
- Results of public's satisfaction (happiness) in regard to publishing the provisions of the executive decisions in the official publication channels.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## Second Main Criterion: **The Strategic Intent**

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

### 2-1 Future Readiness

This criterion emphasizes on the leadership's team ability to anticipate the nature and importance of future developments and trends (social, economic, technological, etc.); analyze the extent of the impact of these future developments on the areas related to the entity's functions; as well as building future models and seizing opportunities to achieve happiness of society and other stakeholders. Moreover, this criterion focuses specifically on studying and anticipating the jobs of the future which the entity needs to fulfill its future functions as well as develop the capabilities of its human resources and upskill them so that they perform effectively in these jobs in the future.

#### A. **Capabilities of Future Readiness**

**This criterion may include the following points:**

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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities of Future Readiness (Cont.)

- Applying qualitative and quantitative future-shaping tools and methodologies (including analysis of big data) to anticipate the nature and importance of future developments and trends (social, economic, technological, environmental, etc.); analyzing the extent of the impact of these future developments on the areas related to the entity's functions; as well as identifying alternatives and selecting the best amongst them based on the strength of these trends to benefit from them, deal with them, or direct them towards serving the entity's goals and achieve future competitiveness and leadership for the entity itself and the sector in which it operates in particular and for the government in general.
- Developing proactive strategies, initiatives and policies based on the right analyses of future trends in a way that puts the government entity along with the sector in which it operates in particular and Dubai government in general at a global leadership level.
- Developing future-related studies to include the work of the government entity and the government sector in which it operates in all its domains, and conducting joint studies among sectors.
- Benefiting from the results of future-shaping studies and the entity's organizational agility capabilities to achieve leadership in seizing the opportunities provided by the future; overcoming future challenges that it may face, enhancing its ability to keep up with and adapt to future changes; enhancing its future readiness; harnessing technology; and adopting future accelerators and business incubators concept tools to help achieve this.
- Reviewing the organizational structures and business models; re-evaluating current jobs according to the new normal with the aim of ensuring agility and business continuity during crises (such as remote work); applying agile business structures and models; developing current structures and models; as well as identifying the jobs of the future in line with the entity's strategy and its future directions.
- Identifying training needs, improving the human resources' capabilities and skills, or upskilling them to fulfill the requirements of the jobs of the future, based on accurate foundations and information; developing training plans using various methods of effective training and learning tools, and implementing them in a way which ensures human resources' acquisition of required knowledge, skills, and behaviors; measuring the effectiveness and impact of training on the human resources' performance and behaviors including the development of second and third tier of leadership, as well as the development of succession plans and linking them to training, capacity building, and human resource planning.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

### B.1 Performance Indicators Related to Future Readiness

#### Performance Indicators Provided by the Government Entity

- Results of creating awareness and enhancing future shaping capabilities in the government entity.
- Results of future shaping-related studies prepared by the entity in its field of work, such as seized opportunities, as well as the projects and initiatives which were implemented to promote the entity's future readiness.
- Results related to developing the skills of human resources and qualifying them for the jobs of the future.
- Results of developing business models which are suitable for the agile work method and for the preparation for the jobs of the future.

### 2-2 Dubai Priorities and Plan

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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

This criterion may include the following points:

- Identifying and following-up on the directives, visions and initiatives of the Dubai leadership in relation to the main functions of the government entity (if any), whether they are assigned directly to the entity or launched and sponsored by Their Highnesses; and ensuring their integration with the entity's strategic directions while giving them priority in implementation.
- Coordinating with the General Secretariat of the Executive Council regarding the roles, responsibilities, and necessary resources related to the implementation of the leadership's directives; as well as the development of business models, approaches, initiatives, projects, or policies that contribute to fulfilling these directives within the set timeframes, identifying partners from the government, private, and non-profit organizations and society, as well as communicating with them to implement the directives.
- Continuously monitoring the implementation of the directives and the achievement of their targets and expected impact, through an effective system of performance indicators, to ensure their implementation within the timeframes and at the targeted level of quality, performance, and cost.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

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

##### Performance Indicators Provided by the Government Entity

- Results and outcomes of implementing plans, projects, initiatives, programs and policies related to fulfilling the directives, visions and initiatives of the Dubai leadership.
- Results of fulfilling the roles assigned to partner entities in the approved joint or supporting programs and initiatives identified by the entity to achieve directives, visions and initiatives of the Dubai leadership.

## 2-2-2 The Priorities of Dubai Plan and its Strategic Agendas

### A. Capabilities of Planning and Following-Up on the Implementation of Dubai Plan and its Strategic Agendas

- Defining the indicators of Dubai Plan and its strategic agendas which fall within the government entity's scope of work and under its full responsibility; provided that the definition includes: indicator scope; indicator definition; the purpose of its measurement; the sub-indicators that may fall under it; measurement mechanisms, formulas and data sources; the periodic targets up to reaching the ultimate targets of the Plan and its agendas; appropriate benchmarking; in addition to identifying existing gaps in relation to the availability and sustainability of the indicator data (if any).
- Identifying all the entities that contribute to achieving the objectives of Dubai Plan and its strategic agendas (e.g. responsible entities, participating entities, supporting entities, data sources, social categories, the private sector, the non-for-profit sector, and other relevant entities); as well as ensuring coordination and effective partnership with these entities throughout all planning and implementation stages in order to achieve the goals and objectives of Dubai Plan and its strategic agendas.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities of Planning and Following-Up on the Implementation of Dubai Plan and its Strategic Agendas (Cont.)

- Involving society in identifying the priorities of Dubai Plan and its strategic agendas and in developing relevant government policies, in line with Dubai government's directives of ensuring the involvement of society at all stages of strategic planning and public policy development, up to the assessment of those policies' impact on public life. Available digital participation platforms can be used for this purpose.
- Identifying and implementing the projects approved in the Dubai Plan and its strategic agendas (including acceleration projects that are executed in accordance with the Dubai Plan Accelerators Approach); as well as proposing and implementing additional programs or projects which support the achievement of their indicators, including those related to raising society's awareness about the Plan and its agendas and enhancing their contribution to achieving its objectives. This will be achieved through the implementation of work plans which clearly define implementation-related activities, responsibilities, timeframes, required resources, performance measures, as well as plans concerning the involvement of society, risk management, and communication management with the relevant entities, to avoid overlaps and duplication. Such projects and programs may include:
  - Projects and programs that are implemented solely by the responsible entity.
  - Projects and programs that are implemented jointly or in coordination with other entities.
  - Projects and programs which are necessary to address the (statistical) gaps related to the provision, accuracy and sustainability of the Plan indicators' data.
- Providing the concerned entities with the details of work projects and programs related to achieving the indicators of Dubai Plan and its strategic agendas, as well as the results of relevant indicators, projects and programs through the "Qarar" system or any other approved methodology by the General Secretariat of the Executive Council. This should be in accordance with the agreed requirements and within the set timeframes, while ensuring the validity, integrity and accuracy of the provided data.
- Conducting periodical reviews of projects, programs, execution plans, and indicators' data related to Dubai Plan and its strategic agendas, to ensure their relevance, recency and effectiveness, as well as to determine the entities responsible for their preparation, review, and update.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

#### B.1 Performance Indicators Related to Dubai Plan and its Strategic Agendas

##### Performance Indicators Provided by the General Secretariat of the Executive Council

- The extent of achieving the targets of Dubai Plan and its strategic agendas which are related to the entity's work (whether it is responsible for achieving them individually or in partnership with other entities), including the results of any other relevant sub-indicators.
- The extent of the entity's commitment to providing data related to achieving the targets of Dubai Plan and its strategic agendas within the set timeframe.
- The entity's achievement rates of projects, initiatives, and programs related to Dubai Plan and strategic agendas.
- The extent of the entity's commitment to providing data related to the achievement rates of projects, initiatives, and programs of Dubai Plan and its strategic agendas.

##### Performance Indicators Provided by the Government Entity

- Results and outcomes of implementing plans, projects, initiatives, programs and policies related to the objectives of Dubai Plan and its strategic agendas.
- Results of fulfilling the roles assigned to participating entities in the approved joint policies, programs and initiatives or the supporting programs identified by the entity.
- Results of measuring the effectiveness of policies, initiatives and programs related to Dubai Plan and its strategic agendas.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### B.2 Perception Measures Provided by the Government Entities

- Perception measures of entities participating in Dubai Plan and its strategic agendas. This may include measures such as general impression, commitment to partnership terms and conditions, the extent to which the partnership is beneficial, assessment of communication channels, effectiveness of collaboration to provide and exchange information, and transparency in dealings.
- Society-related perception measures regarding society involvement. This may include measures such as satisfaction level, level of participation effectiveness, assessment of communication channels, and transparency in dealings.

### 2-3 Strategic Intent and Global Competitiveness Ranking

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

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## A. Capabilities of the Strategic Intent and Global Competitiveness Ranking

This criterion may include the following points:

- Preparing, reviewing and updating the entity's strategic directions, priorities, plans and supporting policies, on a regular basis, in accordance with best practices and based on approved criteria (such as the guidelines issued by the General Secretariat of the Executive Council in relation to strategic planning, strategic performance management, and government policies); ensuring their flexibility in dealing with and adapting to internal and external changes and future developments; and ensuring their adequacy and effectiveness in determining the entities responsible for preparation, review and update.
- Considering the achievement of customers' happiness in particular and society and people's happiness in general, as well as the enhancement of their quality of life as the higher purpose of the government entity's existence. Achieving this should be embedded and integrated within the entity's strategic goals and directions and should be reflected through the entity's functions, operations, policies, programs and services.
- Translating strategic directions and priorities in the form of flexible, transformational and developmental objectives, programs, policies, initiatives, and projects through which the entity seeks to achieve leading ranks in international indicators related to the main functions of the entity itself, the sector in which it operates, the Emirate of Dubai, and the United Arab Emirates.
- Coordinating with strategic partners and concerned entities to define roles and responsibilities; determine the approaches and mechanisms that will be adopted by each party to achieve its contribution to the joint strategic goals; develop common strategic performance indicators; define targets related to each party; determine the extent to which each party contributes to achieving targets and developing policies, programs, and initiatives which aim at attaining the common strategic goals and ensuring the avoidance of inefficient overlaps and duplication.
- Cascading and aligning strategic indicators and directions with the Dubai Plan's indicators and relevant international indicators related to the entity's mandate and the sector it operates in, across all levels within the government entity, from the vision and strategic objectives to the goals of organizational units and core processes, down to the individual level.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Developing an interactive organizational performance management system that ensures the ability to adapt to internal and external changes, including the identification of an optimal set of performance indicators (in terms of type and number), and its application through a governed system capable of measuring, monitoring and predicting performance and the success in achieving the strategic objectives; as well as of defining the responsibilities and authorities to implement and review this system in all its stages and at all levels based on approved and communicated criteria.
- Monitoring the performance of the entity in achieving targets and utilizing the reports of the Organizational Performance Management System, relying on performance results and reports in the periodical review of the strategy and its supporting policies, projects, initiatives, programs, operations, and services. This includes utilizing the performance reports in decision-making by concerned staff at all administrative levels and updating them based on performance results.
- Providing the entity's performance management system in an electronic or smart format, in line with the entity's nature of work; as well as ensuring that it is linked to the relevant internal electronic systems (Human resources management system, financial system, project management system, and operations management system) and external ones ("Qarar" System, the smart financial planning systems, etc.) in order to achieve efficiency and effectiveness in the entity's operations.
- Applying an audit mechanism to ensure the validity and credibility of performance results as well as the integrity and accuracy of performance data collection mechanisms; and to verify the data sources, the indicators' calculation methods, and the provision of data to relevant entities locally and globally in an accurate and timely manner.
- Commitment to providing the results and statistics relevant to international indicators to the concerned entities (e.g.: the General Secretariat of the Executive Council, Dubai Data and Statistics Center, Federal Competitiveness and Statistics Centre, and relevant international organizations) according to the agreed requirements and within the required timeframes.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

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

##### Performance Indicators Provided by the Government Entity

- Results of achieving the strategic targets and the indicators of international reports related to the entity's work (which do not fall under Dubai Plan's indicators specified in criterion 2-2) that are determined based on the government entity's main functions stipulated in its incorporation decree.
- Results of measuring the impact and effectiveness of policies related to the achievement of strategic goals.
- Results of commitment to the time specified by the concerned entities for the provision of the results and statistics related to the central government entities' indicators and the international competitiveness indicators which are relevant to the entity's work.
- Audit results related to the strategy implementation and performance management systems.

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

##### Perception Measures Provided by the Government Entities

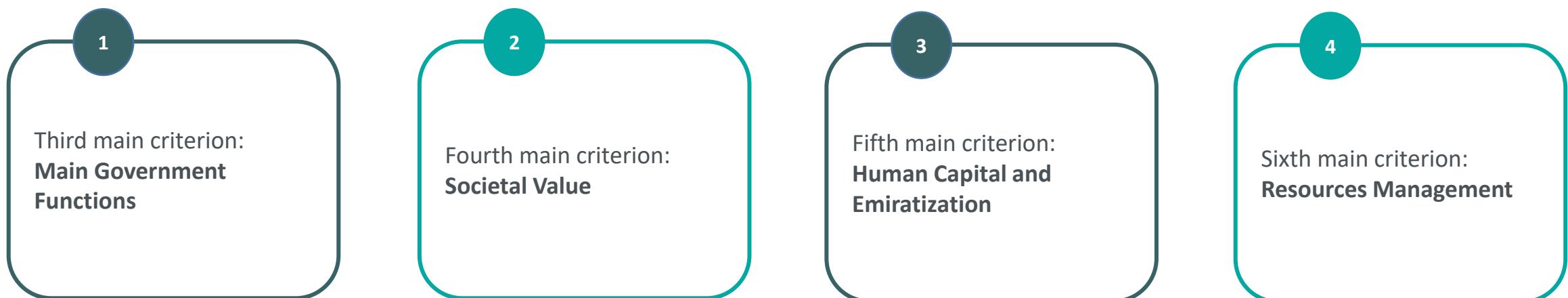
- Partners-related perception measures concerning initiatives, projects, policies and programs aimed at achieving strategic goals and directions, as well as achieving global leadership rankings. These measures may include general impression, commitment to partnership terms and conditions, the extent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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### The Second Pillar: The Distinctive Value (65%)

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

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



# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## Third Main Criterion: **Main Government Functions**

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

### 3-1 Process Management

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

#### A. **Capabilities of Process Management**

This criterion may include the following points:

- Designing work models and managing processes that are suitable to the nature of the entity's work and best practices to ensure the achievement of targeted levels of operational and strategic performance. This includes innovating work models and mechanisms that enable effective management of development processes, agile work applications, digital government management, and the management of tasks and functions of the government of the future

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities of Process Management (Cont.)

- Identifying, classifying, and prioritizing the processes associated with the entity's strategy and objectives, including processes outside the entity's premises; and utilizing effective business methods and models for their management, improvement, and digital transformation. Integrating and linking the processes with the overall framework of operation management; and assessing the effectiveness of this integration in achieving the strategic objectives and the implementation of supporting policies.
- Identifying individuals responsible for each process, as well as their roles and responsibilities in relation to the use, management and development of the overall framework related to managing business models and processes.
- Developing process management-related indicators (operational and strategic) which focus on efficiency and effectiveness within the performance management system; achieve strategic goals and intents; and allow the entity to learn, continuously improve processes and business models, enhance their excellence level and agility through regular monitoring of the performance management system, benefiting from feedback, complaints, and suggestions received from customers, employees, suppliers, and other stakeholders.
- Addressing issues related to inefficient overlap and duplication in performing functions and implementing internal and external processes, to ensure the effective end-to-end achievement of processes.
- Analyzing and managing the risks associated with the implementation of processes and ensuring their integration with the risk management system at the government entity's level to ensure business continuity.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

### B.1 Performance Indicators Related to Process Management

#### Performance Indicators Provided by the Government Entity

- Results of the main operational functions which are executed through processes.
- Results of productivity.
- Results related to process implementation efficiency.
- Tangible and intangible results of process improvements.
- Results of addressing process errors / feedback / overlap and duplication.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

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

This criterion may include the following points:

- Designing a work model for managing policies / projects / initiatives / programs and monitoring their implementation at the entity's level in integration with the work model management system and the performance management system at the government entity's level.
- Identifying the objectives and scope of work of the policy / project / initiative / program, its expected outcomes, and the extent to which the project objectives are linked to the achievement of the government entity / participating entities' strategic directions and goals.
- Developing an action plan to manage the policy / project / initiative / program, which includes the planning and implementation phases, in order to ensure the effective management of all resources; identifying the criteria and mechanisms related to the project team members' selection; defining their roles, responsibilities and authorities; and determining the mechanisms related to assessment, review, improvement, and learning from previous performance lessons.
- Addressing issues related to inefficient overlap and duplication in policies / projects / initiatives / programs within and outside the government entity to ensure their efficient and effective achievement.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Involving society in developing government policies, in line with Dubai government's direction in ensuring the involvement of society in all stages of policy development up to the assessment of those policies' impact on public life, while benefiting from the available digital participation platforms.
- Benefiting from the feedback and suggestions received from the human resources, customers, suppliers, and other stakeholders with regard to designing and improving policies / projects / initiatives / programs.
- Managing the transformation and change process; identifying parties affected by the policy / project / initiative / program; analyzing the manner by which they are affected by this process; and benefiting from behavioral science in this regard in order to ensure the achievement of planned objectives, especially those related to launching new government policies or amending existing ones.
- Conducting financial planning and cost-benefit analysis in relation to the policy / project / initiative / program, as well as providing detailed information about that through the "Mubadara" system of the Department of Finance of the Government of Dubai.
- Analyzing and managing the risks associated with the implementation of the policy / project / initiative / program, as well as ensuring their integration with the risk management system at the government entity's level, while studying and assessing solutions or available alternatives and selecting the best alternative based on clear and objective criteria.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

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

##### Performance Indicators Provided by the Government Entity

- The extent to which the results of the policy / project / initiative / program contributes to the achievement of the government entity / participating entities' strategic goals (other than the Dubai Plan programs outlined in Criterion 2-2).
- Results of achieving the main operational functions implemented through policies / projects / initiatives / programs and their financial and non-financial impact.
- Results of compliance with the timeframes and approved budgets of work plans.
- Results of managing risks related to policies, projects, initiatives and programs, as well as their impacts.
- Results of addressing inefficient overlap and duplication in policies, projects and initiatives.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 3-3 Integrated Government Services

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

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

### A.1 Capabilities of the Integrated Government Services

**This criterion may include the following points:**

- Designing an integrated system of services and delivering them through the preferred set of channels for different customer segments (including people of determination), in order to fulfill the core functions, objectives, and strategic intents of the entity. This is intended to contribute to the happiness of customers and the improvement of the quality of life in society, in alignment with the objectives of the 360 Services Policy and its derived agenda, as well as the adopted design methodologies issued by the General Secretariat of the Executive Council.
- Identifying and classifying services, customers, and service delivery channels according to the methodology outlined in the "Services and Service Channels Definition and Classification Manual" issued by the General Secretariat of the Executive Council and Digital Dubai; giving priority to the services which contribute to the leadership and competitiveness of the entity; utilizing effective methods to manage and develop the entity's processes, including those which exist outside its premises; identifying process owners and defining their roles and responsibilities in managing, utilizing, and developing the main processes structure, while ensuring alignment with customer journey and process support requirements.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Designing services based on the current and future needs of customers, in a way that delivers high added value and advanced levels of happiness, with a focus on the concept of service value and all aspects of the customer experience, both tangible and intangible (emotional/sentimental).
- Prioritizing the design or re-design of services within an integrated digital experience that enables customers to access services on their own through automated procedures and processes; encouraging customers to use digital channels to achieve government goals related to enhancing the efficiency and effectiveness of government entities as well as reducing the need to visit service centers, except for customers who are unable to access or use digital services.
- Focusing on delivering services through innovative, simple, and seamless procedures designed from the customer's perspective, ensuring they are provided in proactive and integrated ways. Efforts should also be directed toward personalizing these services based on customer preferences and segments, while ensuring the active involvement of employees, customers, partners, and relevant stakeholders in service design, improvement efforts, and enhancement of the overall customer experience.
- Developing and providing multiple, suitable service delivery channels, including digital channels with a focus on shared channels, that offer all customers flexible access to the relevant services based on their needs, expectations, and preferences. Customers should be encouraged to choose the most efficient and socially and environmentally sustainable channels, leveraging behavioral science to support this objective.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Regularly improve and develop priority services (based on the 360 Services Policy issued by the Executive Council's General Secretariat and aligned with Digital Dubai Authority's policies for digital transformation). Use approved tools to enhance efficiency by assessing the current state, mapping customer journey, and implementing targeted improvement plans focused on increasing added value, streamlining procedures by eliminating non-value-adding steps, transitioning to proactive and integrated services, and monitoring the implementation of the improvement plans.
- Automating payment and collection processes related to government services, as per the government approved payment systems, in order to achieve the goals of the "Cashless Dubai" strategy.
- Enhancing the capabilities and efficiency of frontline employees in service delivery and elevating their role from 'Service Providers' to 'Service Advisors', as a new concept in delivering and supporting all services offered by the entity, including shared services.
- Measuring customer happiness across all stages of their experience and assessing the continued alignment of services with customer needs, preferences, and agreed service levels, and exceeding them, for all customer segments and service channels, using appropriate tools and review frequency. All types of customer feedback should be utilized to enhance and develop services and improve overall customer happiness.
- Designing and monitoring the service performance indicators (both operational and strategic), with a focus on efficiency and effectiveness. This includes indicators that directly and comprehensively link the customer experience to the achievement of the entity's strategic objectives and directions within the Performance Management System.
- Using effective communication tools and channels to maintain ongoing engagement with all customer segments, gathering feedback and suggestions, informing them about services, requirements, channels, and expected service levels. Regularly update them on service request progress and raise awareness of responsible service use from environmental and societal perspectives.
- Regularly assessing the relevance (feasibility) of service delivery, the delivery methods (such as outsourcing, partnerships with the private sector, or shared service centers) and the delivery channels, to determine the need to continue providing the services or to offer them proactively by the entity.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A.2 Capabilities Related to Digital Services

- Developing digital transformation plans for services in line with the entity's digital transformation strategy, the Emirate's digital transformation strategy (issued by Digital Dubai), and relevant laws and policies (including Law No. 9 of 2022 Regulating the Provision of Digital Services in the Emirate of Dubai and the Digital City Experiences Methodology). The plans should aim at achieving the "Services 360 Policy" objectives through clear priorities and criteria in order to transform all the entity's services into self-services which are automated and integrated with other services and channels; thus, fostering the "One Government" principle.
- Ensuring the completion of the digital transformation of services by automating back-office processes in order to obtain real-time delivery of digital services.
- Using smart features and integrated systems to improve service efficiency and effectiveness, expedite delivery, and enhance the overall customer experience.
- Delivering the entity's services via the multiple and suitable shared channels such as (Dubai Now) and (Invest in Dubai) as main channels for providing digital services.
- Complying with the criteria and requirements of the Emirates unified digital identity (UAE Pass) (or the unified number for the "visitors" customer category); and using it as the main user log in to access digital services.
- Adopting and benefiting from the shared government electronic systems and platforms that are developed to support government work and service delivery, such as the voice of customer systems (the 04 Portal), the unified digital identity, the shared services integration platform, the happiness meter, the government service costing portal, and other official systems.
- Developing and managing the website, call centers and other digital channels according to the customers' needs and expectations in a way that supports government directions in relation to shared and specialized channels and ensuring their integration.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## A.2 Capabilities Related to Digital Services

- Effective use of communication networks, digital platforms, and social media to enhance communication and engagement with customers, society, and other relevant stakeholders in a way that supports co-creation and innovation with these groups and aligns with the entity's government communication strategy.
- Designing the customer's digital experience, according to international best practices, for the use of people of determination; and finding alternatives to digital channels for customer categories who are unable to access or use them, for their own reasons, based on the criteria issued by Digital Dubai.
- Maintaining the privacy and security of customers' data according to the entity's data management system and in compliance with Dubai government's approved regulations and laws.

## A.3 Capabilities Related to Joint or Interrelated Services

- Identifying partnerships in the field of service delivery in accordance with organizational and strategic needs and in a manner that integrates with the entity's capabilities and enhances its strengths in the field of delivering joint or interrelated services, including outsourcing and partnership with the private sector, applying policies and procedures related to managing the relationship with them, as well as regular assessment and measurement of the impact of these partnerships.
- Assessing the feasibility of outsourcing services in accordance with customers' needs and ensuring the highest levels of service delivery, the increase of efficiency in accordance with relevant government policies and laws (such as Law No. 9 of 2022 Regulating the Provision of Digital Services in the Emirate of Dubai, the "360 Service Policy", and Dubai Paperless Strategy), and the application of the necessary criteria to monitor the service providers' performance so that the viability of outsourcing those services is ensured, while the entity remains accountable for the outsourced services.
- Achieving the "One Government" principle by working with partners to deliver joint or interrelated services in the form of bundled packages tailored to the customer's life experiences. This should be aligned with the requirements of the "360 Services Policy" in developing and simplifying shared service delivery mechanisms and channels, enhancing the customer experience and overall happiness throughout all service phases and across all participating entities. It also involves defining agreed service levels for each phase to ensure fast and seamless delivery, and adopting mechanisms that support the ongoing development and continuous improvement of these services.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

### B. Assessment of Achievements and Results of Integrated Government Services

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

#### B.1 Performance Indicators Related to Integrated Government Services

##### Performance Indicators Provided by the General Secretariat of the Executive Council

- Percentage of achieving Services 360 Policy targets.
- Quality of handling Customer Cases Index on 04 Portal.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

#### Performance Indicators Provided by Digital Dubai Authority

- Digital city experiences maturity.
- Percentage of digital transactions of services provided of total transaction (Digital Adoption).
- Adoption rate of enabling services related to government service provision.
- Percentage of the target entity's services onboarded onto the shared digital channels according to DDA's approved plan.
- Percentage of customer adoption of the entity's services delivered through the shared digital channels compared to other channels.

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

- Cashless government transactions.

#### Performance Indicators Provided by the Government Entity

##### Performance Indicators Related to Integrated Government Services

- Results of gathered periodic customer perceptions (through discussion and focus groups, complaints, appreciation letters, and/or periodical opinion surveys, and others according to the government entity's nature of work), and the results of periodic identification of customers' needs conducted by the government entity throughout the year.
- Results of service availability based on the service nature and the customers' needs.
- Results of service delivery effectiveness.
- Results of service delivery efficiency and productivity.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Results of compliance with the service specifications according to the customer service charter.
- Results related to partners and service delivery agreements (excluding outsourced services).
- Performance results of services provided by outsourced entities (e.g. percentage of errors, customers' happiness, service quality, outsourced company's commitment to the service level agreements).
- Results of service development (tangible and intangible)
- Effectiveness of customer communication channels in relation to services (non-digital services).

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

#### Performance Indicators Related to Digital Services

- Real-time performance results of digital services provided by the government entity and their analysis (including performance results of service channels, results of service allocation based on customers' preferences, etc.).
- Performance results of joint or interrelated services which were developed electronically and integrated with partners.
- Results of the decline in the number of visitors to service centers that offer services which were converted to digital ones.
- Percentage of services that adopt the unified single user access through the unified Emirates digital ID (or the unified number for the "Visitors" customer category) of total delivered services.
- Results of services delivered through emerging technologies such as the Internet of things and others.
- Indicators related to using social media for enhancing communication with customers, the public, and other stakeholders.
- Results of onboarding the assigned entity's services onto the shared channels.
- Percentage of customer adoption of the entity's services delivered through the shared digital channels compared to other channels.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## B.2 Customers' Perception Measures

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

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

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

- Results of the Dubai Government Customer Happiness Index.
- Results of customers' trust in services.
- Results of customers' efforts in attaining services.
- Results of the Daily Mystery Shopper's index.

### Perception Measures Provided by the Government Entity

#### Perception Measures Related to the Integrated Government Services

- Results of detailed customer happiness studies conducted internally by the government entity (including the shared services) and approved by the General Secretariat of the Executive Council.
- Results of partners' perception studies in relation to service delivery: (These measures may include general perception, commitment to partnership terms and conditions, the extent to which the partnership is beneficial, assessment of communication channels, collaboration to provide and exchange information, and transparency in dealings and selection criteria).

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### Perception Measures Related to the Integrated Government Services

#### Perception Measures Related to Digital Services

- Customer happiness results across different segments regarding digital services, the website, and used electronic technologies.
- Results of all stakeholders' happiness with the available communication channels (the website, contact center and social media).
- Results of handling feedback / suggestions provided by all customer categories in relation to digital services and innovative technological applications (e.g. customers' happiness in the approach of handling their feedback and suggestions).
- Level of all stakeholders' awareness of provided digital services.
- Trust rate in dealing with digital services.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### Fourth Main Criterion: **Societal Value**

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

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 4-1 Partnership

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

### A.1 Capabilities Related to Partnership

**This criterion may include the following points:**

- Building effective and sustainable partnerships based on trust and transparency between government and private sector entities (including partners in service provision) to ensure the achievement of the government entity's strategic objectives and intents, through the identification and categorization of local, regional and global partners and the identification of future partnership opportunities.
- Initiating cooperation and partnership with the entities of the sector in which the entity operates within to achieve leadership and competitiveness for the sector, Dubai Government, and the country in general.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A.1 Capabilities Related to Partnership (Cont.)

- Establishing medium and long-term partnerships with the private sector, through innovative strategies and criteria, aiming to increase the government entity's efficiency and effectiveness by benefiting from the financial, technological and knowledge-related capabilities of the private sector in a way that ensures benefits for all parties, adds better value to customers, and contributes to their happiness.
- Establishing a clear framework for partnership relationships to define the roles, responsibilities, and contributions of each partner as well as the provided service level, while ensuring the availability of an effective mechanism to monitor the implementation of each partner's duties and tasks in a way that achieves mutual benefit and adds value to all concerned stakeholders.
- Ensuring sharing and exchange of organizational knowledge and strategic alignment with partners at all levels.
- Supporting joint development projects including those related to performance improvement, process simplification, improvement of customers' services, as well as to spreading and circulating joint innovation concepts, skills and applications through the constructive partnership.
- Evaluating and selecting partners in a transparent way and providing them with feedback that enables them to improve their performance.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## B. Assessment of Achievements and Results Related to Partnership

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

### B.1 Performance Indicators Related to Partnership

#### Performance Indicators Provided by the Government Entity

- Results related to the partnership and its added value.
- Results related to the extent of compliance with partnership agreements and terms, as well as the levels of provided services.
- Results related to the success level of joint development and improvement projects.
- Results related to the financial effectiveness of the partnership with the private sector (or the results of return on investment or cost-benefit analysis related to the joint projects with the private sector).

### B.2 Perception Measures Related to Partnership

#### Perception Measures Provided by the Government Entity

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

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 4-2 Sustainability in Socio-Economic and Environmental Fields

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

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

**This criterion may include the following points:**

- Determining the impact of the entity's activities and policies on sustainability in socio-economic and environmental fields, in relation to its mandate, and in light of the relevant local and national strategies (e.g. the UAE green growth strategy and the Dubai disability strategy).
- Ensuring that the entity's strategy includes clear objectives and policies to achieve the socio-economic and environmental sustainability indicators related to its mandate, in a way that supports achieving the indicators of Dubai Plan and its agendas, enhances the competitiveness of Dubai and the United Arab Emirates, and contributes to achieving the global sustainable development goals; as well as putting in place effective mechanisms to measure and monitor performance indicators that ensure the achievement of the strategic objectives.
- Developing and implementing programs and initiatives which support the achievement of strategic goals that are relevant to sustainability in the socio-economic and environmental fields in coordination with partners and other stakeholders.
- Developing and implementing mechanisms to ensure the government entity's regular interaction with society concerning the development and implementation of its policies, programs and initiatives in a way that enables it to meet society's needs and expectations while benefiting from behavioral science to achieve that.
- Encouraging employees to participate in volunteering activities to serve society, as well as to contribute to the central volunteering activities in the Emirate and the country.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

#### B.1 Performance Indicators Related to Sustainability in Socio-Economic and Environmental Fields

##### Performance Indicators Provided by the Government Entity

- Strategic performance indicators related to sustainability in the socio-economic and environmental fields.
- Operational performance indicators related to the operations, programs, initiatives, and policies related to sustainability in the socio-economic and environmental fields.
- Operational performance indicators related to interaction with society and understanding its needs and expectations.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 4-3 Government Communication

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

### A.1 Capabilities Related to Government Communication

**This criterion may include the following points:**

- Developing and implementing a strategy for internal and external government communication that includes supportive policies for communication, transfer of knowledge, dissemination and exchange of information, as well as disclosure and announcement of initiatives, news and procedures, which are available for all stakeholders and targeted public, in order to improve organizational reputation and enhance confidence in the government entity and its leadership team in particular and in Dubai government and the country's government sector in general.
- Implementing initiatives, activities, and measures, within suitable timeframes, to activate communication and engagement policies that support transparency and responsiveness through internal and external communication channels, in order to plan and execute tasks, deliver services, and achieve efficiency, effectiveness, happiness, and positivity in the internal and external work environment for customers, employees, and other stakeholders.
- Involving the business unit / team responsible for communication in the government entity's initial planning stages related to policies, initiatives, plans and projects.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Applying the necessary procedures and activities to measure organizational “brand” reputation and improve the entity’s image in society and in the public opinion, in order to ensure the effective use of contact networks and social media.
- Fostering the national identity through introducing the UAE heritage style in buildings and decorations; as well as through the engagement and participation in national occasions by organizing events, initiatives as well as the promotional of internal and external promotional campaigns.
- Using Arabic language in all work systems, services, and in internal and external government dealings; as well as giving the communication in Arabic language the priority in the communication and media messages.
- Commitment to society’s cultural and social diversity when launching campaigns and external messages through the different communication means and channels.

## B. Assessment of Achievements and Results Related to Government Communication

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

### B.1 Performance Indicators Related to Government Communication

#### Performance Indicators Provided by the Government Entity

- Effectiveness of communication channels with the entity’s stakeholders.
- Indicators related to compliance with Dubai government’s brand identity guidelines in all different channels, including websites, social media accounts, buildings and others.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- The targeted audience's happiness in relation to the entity's media campaigns as well as its contact and communication channels (employees, customers, society, media outlets).
- Performance results related to organizational "brand" reputation, confidence in the government entity, and compliance with the government's media messages.
- Results of achieving a positive change in the behaviors of the targeted audience.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

### 5-1 Management of Professional Talent

#### A. **Capabilities of Managing Professional Talent**

This criterion may include the following points:

- Determining directions and developing human resources-related policies in line with the entity's strategic objectives and directions; and linking the employees' individual objectives to the achievement of these directions.
- Fostering an organizational culture which is based on values suitable for the entity's work, including positivity, achievement, excellence, teamwork, futuristic innovative mindset, and striving to transform and develop; as well as the human resources' commitment to organizational values through suitable tools to the work nature and to the cultural and social diversity of human resources.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Developing and implementing integrated and agile policies and systems that cover various aspects related to human capital, such as planning, recruitment, selection, professional development, career path, job transition, grievances, while benefiting from behavioral science in that. This also includes ensuring the delivery of high-quality services in accordance with human resources laws, regulations, and its complementary systems, ensuring fairness, equal opportunities, and transparency.
- Identifying the necessary human resources-related skills, behavioral and technical competencies, and capabilities; determining the level of their adequacy in relation to achieving the entity's strategy and its future readiness. This should be aligned with the organizational structure, the overall framework of processes and functions, and job descriptions, while also developing the necessary plans to fulfil these needs through upskilling, reskilling current staff, or attracting new talents.
- Implementing mechanisms to discover human resources talents in various fields (internally and externally) and developing their skills through specialized programs, and appointing such talents in suitable job positions to leverage their potential in achieving leadership in the government entity's areas of work.
- Encouraging and enabling the human resources to share their knowledge and expertise with their colleagues, teams, and business units, in line with the knowledge management systems adopted by the entity, both at the level of the government entity itself and across the wider government sector.
- Evaluating the performance of human resources while ensuring fairness, equal opportunities, and transparency, providing regular information about their levels of performance, achievements, goal attainment, and competencies with the aim to enhance these levels, and linking career progression, rewards, and incentives to performance evaluation results.
- Empowering the human resources and ensuring their access to tools, information, competencies, authorities necessary for their ultimate participation in achieving goals.
- Encouraging and rewarding leading achievements across all levels of the government entity (employees and teams); and creating positive competition among them.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Providing a happy work environment that promotes the physical, psychological, and mental health of the human resources, and ensures safety and suitability to stimulate creativity and productivity, while achieving work-life balance.
- Empowering and enhancing the role of women at work; as well as creating an environment which supports women and working mothers through the development of evolving policies and systems as well as supportive initiatives to enable their participation in the different work fields (e.g. providing nurseries, flexible working hours, or policies which consider the woman's nature and the role of the working mother).
- Implementing a plan for communication between the higher management and the human resources which includes diverse communication channels based on the human resources' needs, expectations and work nature.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

#### B.1 Performance Indicators Related to Management of Professional Talent

##### Performance Indicators Provided by Dubai Government Human Resources Department

- Employee's data readiness percentage.
- Learning and development hours per employee.
- Percentage of employees' participation in learning and development activities.

##### Performance Indicators Provided by the Government Entity

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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

#### **Performance Indicators Provided by the Government Entity**

- Results of services provided to human resources.
- Results of gender balance.
- Results of communication with human resources and knowledge sharing with them.

### **B.2 Perception Measures of Human Resources**

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

- Employee Happiness Index (including positivity in work environment, employee satisfaction, engagement and loyalty)

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 5-2 Emiratization

### A. Capabilities Related to Emiratization

This criterion may include the following points:

- Developing and implementing an integrated plan for Emiratization, and approve those from the concerned entities.
- Attracting, recruiting, and retaining Emirati human resources, as well as providing supportive work environment and policies for that.
- Implementing programs which are designed to ensure career and professional advancement for Emirati human resources.
- Developing and enhancing the skills of Emirati human resources in the government entity's specific strategic fields, especially in specialized jobs (critical jobs) and the jobs of the future.
- Developing programs to recruit, prepare, and encourage Emiratis to work in jobs which are targeted for substitution and Emiratization.

### B. Assessment of Achievements and Results Related to Emiratization

#### B.1 Performance Indicators Related to Emiratization

##### Performance Indicators Provided by Dubai Government Human Resources Department

- Emiratization percentage of the total workforce in the government entity.
- Emiratization percentage in leadership and supervisory roles.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### Performance Indicators Provided by the Government Entity

- Performance Indicators Related to Implementing an Emiratization and Substitution Plan as well as achieving its goals, including the following indicators:**
  - Percentage of Emiratization in the different job categories (leadership, supervisory, executive, specialized (critical) and technical).
  - Percentage of Emirati employees holding professional and specialized certificates in fields related to the jobs of the future.
  - Effectiveness of implemented programs in relation to enhancing and developing the skills of Emirati human resources and ensuring their career and professional advancement.
  - Growth in Emiratization percentages.
  - Rates related to Emirati employees' service continuity.

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

- Results of Emiratization-related questions in the employees' happiness study.
- Results of Emirati employees' happiness in the employees' happiness study.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## Sixth Main Criterion: **Resources Management**

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

### 6-1 Financial Management

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

#### A. **Capabilities Related to Financial Management**

**This criterion may include the following points:**

- Developing and implementing long-term financial plans and processes to support the achievement of the government entity's strategic goals and directions.
- Designing processes for needs identification, balanced financial planning for expenditures and revenues, internal controls, auditing, and financial reporting to ensure the optimal and efficient use of resources.
- Implementing programs to rationalize expenditure, while ensuring the provision of added value to customers and its other stakeholders.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities Related to Financial Management (Cont.)

- Applying the principles of cost accounting for processes and services (according to the “Service Cost Accounting Manual” issued by the Department of Finance of the Government of Dubai) in order to improve their efficiency.
- Analyzing results and achievements in comparison to approved financial resources.
- Studying the feasibility of projects, analyzing their financial impact, and examining alternatives to select the appropriate ones; as well as cooperating with departments, business units and teams, providing them with the financial expertise and empowering them to achieve the best returns (or benefits) on investments (or the financial expenses).
- Effective implementation of laws, systems, and instructions related to the various financial fields; and making use of the feedback received from the Financial Audit Authority – Government of Dubai.
- Conducting an external audit on the entity’s final (closing) accounts in accordance with the requirements of the financial law (Law No. (1) of 2016 and its executive regulation).

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### B. Assessment of Achievements and Results Related to Financial Management

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

#### B.1 Performance Indicators Related to Financial Management

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

- Deviation between the approved budget and the entity's actual spending.
- Percentage of transfers between chapters from the entity's approved budget.
- Percentage of the additional appropriations to the entity's approved budget.
- Compliance to submit draft closing financial statements for the ended financial year as per the date specified in the financial circular issued by the Department of Finance of the Government of Dubai.
- Compliance of the government entity to the budget preparation calendar.

##### Performance Indicators Provided by the Government Entity

- Accuracy of financial planning related to revenues and expenditure.
- Reduction in expenditure resulting from rationalization of expenditure programs.
- Timely issuance of the government entities' financial statements.

According to the entity's main functions which are mentioned in its decree of establishment, it may provide the following performance indicators:

- Percentage of the entity's collection of its accrued debts.
- Percentage of timely submittal of tax declaration reports.
- Extent to which the entity's financial statements fairly present its financial position and performance as outlined in the external audit reports.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

#### A. Capabilities Related to Assets Management

This criterion may include the following points:

- Developing and implementing long-term policies and plans for the management and optimal utilization of material resources, facilities, and equipment in order to support the government entity's strategic goals and directions as well as to increase the levels of their return on investment, while complying to the Emirate Green Growth Strategy.
- Using appropriate methods to manage and optimize the non-tangible assets, such as patents, software licenses, digital applications (whether developed internally or externally), or trademarks, to ensure their preservation and maximize their value and benefits in achieving the government entity's objectives and reducing the costs associated with their continued ownership and utilization.
- Conducting feasibility studies for the ownership of assets and identifying and selecting appropriate alternatives for their ownership to ensure financial efficiency, effectiveness, and operational flexibility for those assets
- Optimal utilization of the tangible 'physical' resources, facilities, and equipment; and managing the life cycle of those assets, their security, sustainability, efficiency, and effectiveness through maintenance programs (especially preventative maintenance programs).
- Utilizing modern and digital technologies to improve the efficiency and effectiveness of assets management.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities Related to Assets Management

This criterion may include the following points:

- Educating and creating awareness among employees and relevant stakeholders on the optimal use and preservation of assets and properties.
- Optimal management of warehouses and inventory, including accurate record-keeping and ensuring data accuracy, up-to-date inventory for all assets, properties, and materials, reducing waste and losses of materials, and recycling whenever possible.
- Ensuring the preservation of the environment and non-renewable resources throughout the entire life cycle of assets, including the application of environmental-friendly standards in procurement processes, giving priority to purchasing materials and products that incorporate eco-friendly materials and technologies during their operation, maintenance, and end-of-life phases, as well as disposing of them in ways that preserve the environment.
- Applying the green building standards according to circulars and specifications issued by Dubai Municipality and other concerned authorities.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### B. Assessment of Achievements and Results Related to Assets Management

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

#### B.1 Performance Indicators Related to Assets Management

##### Performance Indicators Provided by the Government Entity

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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### 6-3 Management of Supply and Suppliers

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

#### A. Capabilities Related to Management of Supply and Suppliers

**This criterion may include the following points:**

- Periodic search for suppliers to meet the entity's current and future needs; as well as identifying, classifying and qualifying such suppliers.
- Building an agile supply chain to meet the changing requirements of customers and other stakeholders and to achieve the government entity's objectives, by supplying products and services at appropriate time and cost, through mechanisms that ensure transparency and the provision of appropriate information to stakeholders at all stages of supply.
- Defining the framework and boundaries of the relationship with suppliers in a way that achieves mutual benefit and leads to building sustainable and flexible relationships that support the entity's objectives to ensure achieving added value for stakeholders, reducing costs and rational spending.
- Transparent publishing of criteria related to selecting and dealing with suppliers and evaluating their performance (modifying and reviewing contracts, supplier classification, awarding bids, and others); and encouraging procurement from local small and medium enterprises by giving them preferential status according to the regulations issued in this field.
- Providing periodic feedback to suppliers and cooperating with them in order to improve their performance, enhance their capabilities and qualify them in accordance with the government procurement system.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

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

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

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

##### Performance Indicators Provided by the Government Entity

- Results of suppliers' evaluation.
- Results of joint innovation with suppliers.
- Results related to reduction of procurement-related expenditure.
- Results related to addressing suppliers' feedback.
- Results related to procurement from local small and medium enterprises (SMEs).

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### B.2 Perception Measures Related to Suppliers

#### Performance Measures Provided by the Government Entity

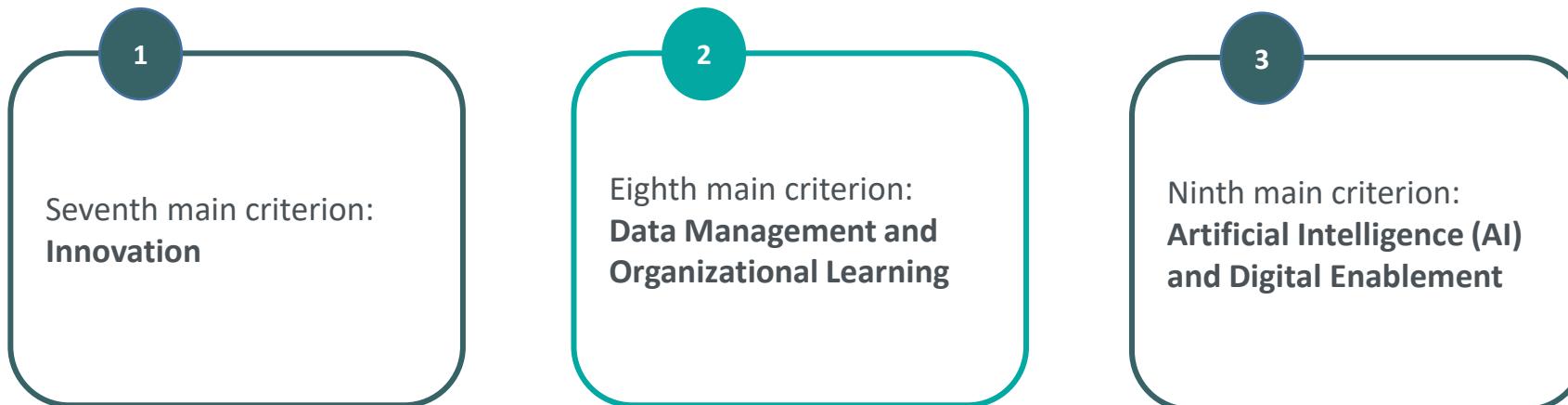
These measures reflect the suppliers' opinions and perceptions with respect to the levels of cooperation and partnership with the government entity, compliance with partnership terms and conditions, the extent to which the partnership is beneficial, effectiveness of collaboration, ease of information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

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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### The Third Pillar: Development Enablers (10%)

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



# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## Seventh Main Criterion: **Innovation**

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

### A. **Capabilities Related to Innovation**

**This criterion may include the following points:**

- Defining innovation strategic goals and directions and priorities in alignment with achieving the entity's vision and main functions, and accomplishing change, development, leadership and readiness for the future in accordance with the National Innovation Strategy and Dubai Plan.
- Building an organizational culture which stimulates creativity and innovation through fostering the values of positivity, openness, achievement, pro-activeness for development and improvement, and acceptance of unintended failures which may happen when implementing ideas and innovative projects.
- Developing and implementing innovation management systems in all its dimensions, including using clear criteria to prioritize improvement and development opportunities that require innovative solutions, selecting and executing viable ideas in line with innovation's strategic goals and directions, supporting and monitoring the implementation of innovative projects at all stages to ensure their success. This also involves efficiently managing events and activities to spread and foster an innovation culture, managing innovators, innovation networks, and allocated innovation resources.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities Related to Innovation (Cont.)

- Providing a conducive work environment, suitable communication channels, adequate resources, tools, technologies, and knowledge that enable employees, customers, and other stakeholders to participate in creative and innovative activities related to the organization's work, in alignment with the Dubai Government Innovation Framework which is issued by the General Secretariat of the Executive Council.
- Building an effective network of partnerships with universities, research centers, entrepreneurs, and stakeholders in the public and private sectors; as well as collaborating with and benefiting from the research and development initiatives and the experimental environments, to support the process of creativity and innovation, ensuring integration and mutual benefit from available capabilities and resources, and enhancing collaborative innovation with all stakeholders.
- Developing and implementing programs for discovering, managing, and developing innovative talents, as well as building the capabilities of human resources in the concepts and applications of innovation and future foresight tools to enable them to contribute effectively to creative and innovative activities in general.
- Ensuring the optimal utilization of knowledge and information in order to identify opportunities for creativity and innovation; implementing innovative projects based on information and facts made available through organizational learning activities and benchmarking with international best practices; and harnessing technology in this regard.
- Measuring and managing innovation-related results in order to ensure the achievement of high levels of leadership and performance development; contribution to people's happiness and improving their quality of life; investing these results to achieve the best return on investment in innovation through protecting the entity's rights in innovation, including registering innovation property rights and innovation patents, and other means.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## B. Assessment of Achievements and Results Related to Innovation

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

### B.1 Performance Indicators Related to Innovation

#### Performance Indicators Provided by the General Secretariat of the Executive Council

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

#### Performance Indicators Provided by the Government Entity

- Results of developing human resources' capabilities and enhancing the culture of innovation.
- Results of innovative services, processes, and business models which were created and applied.
- Financial and non-financial results achieved through applying innovative ideas in the fields of services and processes and through achieving the strategic goals.
- Results of joint innovation with the stakeholders specially customers, suppliers and society.
- Results of innovative projects / initiatives / programs implemented in collaboration with partners from the government and private sector.
- Percentage of innovations which have innovation patents / intellectual property rights.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## Eighth Main Criterion: **Data Management and Organizational Learning**

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

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

**This criterion may include the following points:**

- Building effective frameworks for knowledge management to leverage data analysis and information and identify best practices in organizational learning, change, development, and innovation that are aligned with the government entity's strategic objectives and intents.
- Identifying the knowledge-related needs and the necessary data to achieve the government entity's strategic objectives and intents in the areas of change, development and improvement in all work fields; and identifying the explicit and implicit knowledge assets and resources.
- Providing an environment and mechanisms that stimulate research and development in the government entity's field of work, enhancing its innovation, efficiency, effectiveness, and adaptability, and enabling it to learn from the global best practices, whether by applying those mechanisms by the entity itself or through collaboration with universities, specialized research institutions, or other partners.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Developing effective work frameworks to manage data in line with the government directions and the policies issued by Dubai Digital Authority (e.g. Data management, data classification, and open data policies); and providing joint open data according to those policies.
- Monitoring and managing the data generated from the government entity's activities and operations as well as external data (including big and open data); ensuring its relevance, timeliness, reliability, comprehensiveness, classification, accessibility, and availability in a timely manner for use in the decision-making process at all levels.
- Applying the updated effective methods in data analysis to identify patterns and relationships, predict trends, and utilize this information to transform it into insights and facts that can be used in decision-making, performance evaluation, and monitoring goal achievement. This includes implementing appropriate proactive measures for managing and developing processes, policies, services, organizational learning, and future readiness.
- Ensure sharing of knowledge and the internally or externally applied best practices, and optimize the utilization of this information through the provision of effective internal and external communication channels and mechanisms.
- Integration and effective utilization of information and knowledge sharing systems, and the generation of new knowledge, and leveraging that to achieve the level of a learning organization.
- Maintaining the confidentiality, privacy, security, information and knowledge in compliance with the announced terms of use, information and knowledge, including the data of customers and all other stakeholders.
- Locating the opportunities for internal and joint innovation through the sharing and exchange of data, knowledge and best practices with the stakeholders and through enhancing the capabilities of innovation through the optimal use of knowledge assets.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

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

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

##### Performance Indicators Provided by Digital Dubai Authority

- Data maturity index.

##### Performance Indicators Provided by the Government Entity

- Results related to data analysis and decision-making based on information and facts.
- Results related to research and development in the government entity's field of work.
- Results of data exchanged with partners and other stakeholders.
- Results of innovation as well as of projects related to process and service development and improvement resulting from data analysis activities.
- Results related to accuracy and timeliness of data and knowledge.
- Results related to availability and ease of access to data and knowledge.
- Results related to compliance with laws, regulations and systems issued by Digital Dubai Authority.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## Ninth Main Criterion: **Artificial Intelligence (AI) and Digital Enablement**

This criterion focuses on leveraging the capabilities of emerging technology and Artificial Intelligence (AI) to achieve the government entity's leadership, enhance its efficiency and effectiveness, and achieve greater added value and happiness for its customers and stakeholders. It also focuses on achieving a high level of readiness in the entity's digital infrastructure and utilizing it to integrate with partners, enhance resilience, and ensure business continuity during emergencies and crises.

### 9-1 Artificial Intelligence (AI)

#### A. Capabilities Related to Artificial Intelligence (AI)

This criterion may include the following points:

- Developing a strategy that represents a roadmap for the use of artificial intelligence (AI) technologies and applications as well as their adoption as key technologies, if they are suitable, to improve the efficiency and effectiveness of the government entity's operations and services.
- Enhancing the capabilities and potential of Artificial Intelligence (AI) and emerging technologies to improve the senior management team's speed and effectiveness in decision-making, based on information and facts, as well as managing transformation and change, adopting innovative solutions to overcome challenges and seize future opportunities, and ensuring speed, efficiency, and effectiveness of information analysis as well as speed and accuracy of decision-making in all operations.
- Adopting up-to date artificial intelligence technologies and delivering them as added value to customers and employees; utilizing smart features and system integration to enhance the efficiency and effectiveness of services, accelerate delivery, and improve the overall experience for all customers and stakeholders, while ensuring compliance with the Artificial Intelligence (AI) policies issued by Dubai Digital Authority.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### B. Assessment of Achievements and Results Related to Artificial Intelligence (AI)

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

#### B.1 Performance Indicators Provided by the Government Entity

- Results of adopting Artificial Intelligence (AI) solutions in the targeted services.
- Results of adopting Artificial Intelligence (AI) solutions in expediting decision-making and internal operations in the entity.
- Results of customers' happiness in relation to artificial intelligence (AI) solutions used in services.
- Results of employees' happiness in relation to Artificial Intelligence (AI) solutions used in internal systems.

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

- Results of customers' happiness related to Artificial Intelligence (AI) solutions used in services.
- Results of employees' happiness related to Artificial Intelligence (AI) solutions used in internal systems.

# DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

## 9-2 Digital Enablement

### A. Capabilities Related to Digital Enablement

This criterion may include the following points:

- Developing a digital transformation strategy aligned with the entity's strategic directions and priorities, and also aligned with the Dubai Smart City Strategy and the Dubai Cybersecurity Strategy, in a way that meets the needs of stakeholders and ensures efficiency and effectiveness in the government entity's operations and services. The strategy should be based on clear criteria, giving priority to the transformation of processes and services that deliver the highest value to customers and stakeholders.
- Continuous monitoring of the new technological advancements and their applications in the operations and services of the government entity, evaluating the extent to which these technologies contribute to improving the productivity, flexibility, and effectiveness of the government entity in achieving its objectives, enhancing its competitiveness, and providing innovative services that enhance the experience of its customers and other stakeholders, adding greater value to them.
- Conducting a review of the current digital systems and infrastructure, frameworks, and business models; evaluating their readiness for the use of augmented reality technologies, Internet of Things, and other new technologies associated with the fourth Industrial revolution; developing the necessary plans to enhance readiness, while prioritizing areas where accelerated implementation is feasible and a greater value is added to customers and other stakeholders.
- Establishing criteria for selecting and application of technology based on ease of use, cost-effectiveness, and its contribution to achieving competitiveness and performance leadership, in addition to other criteria such as flexibility, scalability, integration with other technologies used within the entity and with its strategic partners (interoperability), ease of maintenance, cost of use, level of cybersecurity, and other relevant measures.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities Related to Digital Enablement (Cont.)

- Developing and implementing plans and policies that support the application and widespread use of digital technologies in the government entity's various operations as well as main and support processes.
- Implementing Dubai Paperless Strategy and achieving targets in an effective manner in accordance to the plans applied in the entity. This should not be limited to automating current processes but should be extended to conducting a radical review of those processes and innovating business models and processes which are more agile and efficient, as well as leveraging the digital technology capabilities to enhance the government entity's capabilities in general.
- Managing and sustaining the government entity's electronic infrastructure with the aim of optimal utilization of resources and their proper use to support integration as well as sharing of information and digital exchange of data and information with other government entities; and optimal utilization of joint government services provided by Digital Dubai Authority.
- Identifying partnerships in the field of digital systems linkage and integration and provision of digital services in light of the organizational and strategic needs, and in a way which complements its capabilities and fosters its strengths.
- Linking the digital service development projects provided by the entity with the other government entities to support the achievement of the Smart Government goals, using the integration services available through Digital Dubai Authority.
- Linking and benefiting from the central and shared digital systems (such as the Government Resource Planning (GRP), (Qarar) and (Mubadara) systems), the government electronic payment gateway (Cashless Dubai initiative), and the financial and property management systems), in addition to the systems and services of Dubai Electronic Security Center (such as the Digital Certificates System, the Security Operations Centre System); and ensuring that the entity's procurement, financial, and asset systems are compliant with the shared services policy issued by Dubai Digital Authority.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### A. Capabilities Related to Digital Enablement (Cont.)

- Adopting and implementing modern information security and business continuity policies and systems that can sense and respond to all types of threats, address cybersecurity challenges, in a way that integrates with the entity's digital resilience and risk management policies and plans, while complying with international standards in the field, including cybersecurity policies issued by Dubai Electronic Security Center.
- Activating research and development in the areas of digital transformation and electronic security in collaboration with concerned authorities.
- Harnessing technology to achieve innovation in the government entity's business models, processes and services.

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

### B. Assessment of Achievements and Results Related to Digital Enablement

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

#### B.1 Performance Indicators Related to Digital Enablement

##### Performance Indicators Provided by Digital Dubai Authority

- Percentage adoption of shared and enabling services related to infrastructure and internal processes.
- Information and Communication Technology (ICT) governance maturity.
- Information and Communication Technology (ICT) skills framework compliance.

##### Performance Indicators Provided by Dubai Electronic Security Center (DESC)

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

## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- The percentage adherence to and implementation of policies issued by Dubai Electronic Security Center (e.g. Internet of Things and Cloud Computing Policy).
- Establishment, maintenance, and improvement of the cyber-security and cyber-resilience capabilities.
- The entity's adherence to the criteria of Dubai Cyber Index in the new systems.
- Business continuity planning index.
- The entity's adherence to the criteria of the Dubai Cyber Index.

### Performance Indicators Provided by the Government Entity

- Results of implementing digital transformation strategy and initiatives, as well as adopting technology in processes and activities.
- Performance results of processes which were digitally transformed by the government entity.
- Performance results of interrelated processes which were digitally developed and integrated with partners.
- Results of electronic infrastructure-related performance, sustainability and agility.

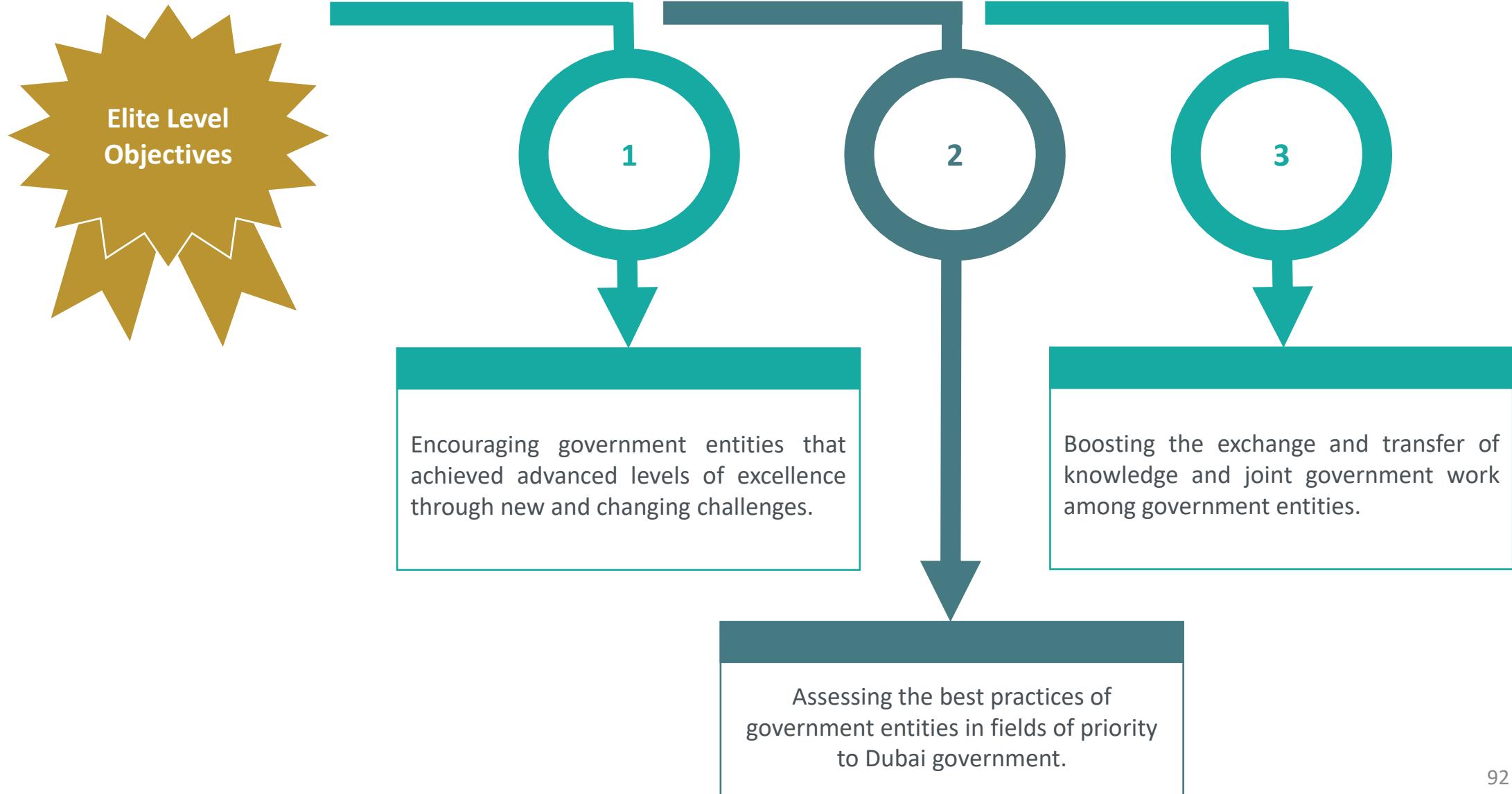
## DUBAI GOVERNMENT EXCELLENCE MODEL CRITERIA

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

- Readiness assessment results related to advanced technology.
- Results of the positive impact of digital / smart transformation on the entity's main operations and activities (e.g. the positive impact on the environment, savings achieved in the costs of processes and services due to digital transformation-related operations).
- Results of services implementing the internet of things technologies (e.g. percentage of services which use the internet of things technologies out of the overall number of services which can use it).
- Results of the indicators related to the Dubai Paperless Strategy which was launched by Digital Dubai Authority (e.g. percentage of decrease in paper usage in comparison to target, according to the strategy).
- Results of indicators related to electronic security and business continuity (e.g. success rate of mock drills, success rate of tackling threats).

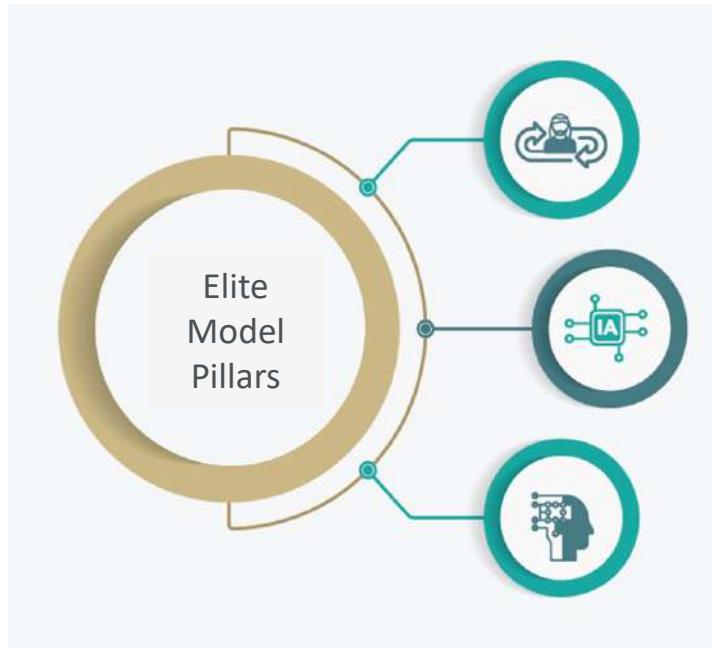
### Perception Measures Provided by the General Secretariat of the Executive Council

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



## ELITE MODEL 2024

Several updates have been made to the pillars of the Elite Model. A new pillar on Behavioral Science has been introduced, reflecting the importance of this emerging management discipline and its application by leading global government entities to achieve their objectives and enhance customer happiness. In addition, the “Organizational Agility” pillar has been revised to become “Organizational Resilience and Business Continuity,” with a focus on strengthening the entity’s readiness to address change, crises, and disasters in alignment with the Dubai Resilience Strategy launched by the Executive Council of Dubai. The “Artificial Intelligence (AI)” pillar has also been updated to place greater emphasis on AI-related cybersecurity and its integration with the entity’s broader digital security systems.



### Organizational Resilience and Risk Management

The entity’s ability to anticipate crises, disasters, and unexpected disruptions; prepare for and respond to them effectively; adapt to their consequences; and withstand pressure to ensure the continuity of operations and services during emergencies and the achievement of strategic objectives, all while maintaining the capacity for rapid recovery. This is aligned with Dubai Resilience Strategy launched by the Executive Council of Dubai, which is structured around four key stages: readiness, response, recovery, and transformation; thereby enhancing the entity’s readiness to face such challenges.

### Artificial Intelligence (AI) and Cybersecurity

The entity’s ability to develop effective services and policies, through the use of latest Artificial Intelligence (AI) technologies, to achieve greater efficiency, effectiveness, and added value for government services and overall organizational performance. This includes ensuring the implementation of appropriate procedures, standards, and technologies to maintain cybersecurity and to integrate it with the entity’s broader digital security systems, including those related to artificial intelligence.

### Behavioral Science

The entity’s ability to leverage the principles and applications of behavioral science in designing strategies, policies, studies, initiatives, and methodologies; as well as developing interventions aimed at enhancing the customers’ experience and services, and supporting decision-making mechanisms; thereby enhancing the impact of policy implementation and government service delivery, while increasing the overall efficiency and effectiveness of the entity.

## ELITE MODEL 2024

To achieve the results and ultimate impact of implementing these pillars, the following measures were taken:

- Excluding the Elite level entities from the assessment of the artificial intelligence (AI) criterion and the criteria related to organizational agility as well as managing risks, crises, and disasters, including government communication during crises and disasters, due to the availability of their requirements in the Elite pillars.
- Adjusting the weights of the Elite Model assessment pillars to be as follows:

**Entities that continued at the Elite Level from the past assessment cycle**

**70% for results and 30% for capabilities for the following pillars:**

- Artificial Intelligence (AI) and Cybersecurity
- Organizational Resilience and Risk Management

**70% for capabilities and 30% for results for the following pillar:**

- Behavioral Science

**Entities that were upgraded to the Elite Level in the past assessment cycle**

**70% for capabilities and 30% for results for all pillars:**

- Artificial Intelligence (AI) and Cybersecurity
- Organizational Resilience and Risk Management
- Behavioral Science

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

## ELITE MODEL 2024

By their nature, the Elite Pillars are advanced and specialized domains that represent emerging best practices in the field of management sciences. Given the rapid evolution of these pillars, they are subject to continuous updates, making it impractical to develop fixed and detailed criteria at an early stage that would still be relevant at the time of assessment.

To support government entities in preparing for the assessment process, general areas of focus have been identified, which assessors may consider during the assessment. It is important to note that the assessment will be based on customized criteria developed in alignment with the specialized nature of each Elite entity's work, relying on the expertise of assessors and the most up-to-date best practices in the entity's field at the time of assessment.

### **Organizational Resilience and Risk Management**

**The general areas of assessment are:**

- Organizational culture in the field of organizational resilience and the entity's adoption of the concept as a strategic direction**  
Identify the strategic intents in relation to resilience and implement initiatives to achieve them; promote an organizational culture that supports resilience; implement comprehensive programs to spread awareness about resilience; determine the nature of changes and risks; and conduct trainings on how to address each type of these risks.
- Achieving the priorities and indicators of Dubai Resilience Strategy and implementing its initiatives**  
Identifying the entity's assigned priorities and indicators under the Dubai Resilience Strategy, including those it shares with other entities; identifying contributing entities and establishing partnerships; designing and implementing initiatives; conducting regular reviews; and providing relevant stakeholders with data on progress and indicators' achievement.
- The effectiveness and integration of risk management and business continuity plans and their alignment with the priorities and indicators of Dubai Resilience Strategy**  
An integrated framework for organizational resilience, risk management and business continuity which entails adopting the indicators of Dubai Resilience Strategy. Plans should cover all types of risks, internal and external changes, and work fields, including digital systems. Moreover, effective plans should be developed for sensing, forecasting, response, address, recovery, and continuous learning.

## **The general areas for assessment are (Cont.):**

### **The effectiveness of the mechanisms related to forecasting, and sensing changes; and the speed of decision-making**

Effective mechanisms for forecasting, monitoring, and sensing changes; and decision-making systems which ensure rapid decision-making based on data and facts.

### **Adopting agile frameworks, work models, and systems, including digital systems and platforms**

A comprehensive review of the entity's current systems (including financial and administrative systems) in the field of resilience and risk management, while taking into consideration the characteristics of resilience in the design of new systems, implementing agile work models, and motivating the cooperation among entity's business units and teams.

### **Effective corporate communication and coordination with partners and concerned stakeholders during crises**

Coordinating media messages with the concerned entities when risks and changes occur; and implementing an effective communication plan in coordination with partners.

### **Learning from lessons identified during times of risk and change, and adopting innovation to enhance performance after recovery**

Implementing effective mechanisms to utilize stakeholder feedback and lessons learned from risk events, and adopting improvement and innovation approaches to improve systems to levels better than before the recovery phase.

### **Achieving results and impact through organizational resilience and risk management**

**Results of performance indicators, such as:** Results of implementing initiatives related to Dubai Resilience Strategy by the entity and partners; assessing their effectiveness; results of training plans and mock drills related to dealing with crises and disasters; the number of eliminated risks; the number of accidents resulting from the entity's operations and activities; results of forecast accuracy and rapid decision-making in response to internal and external changes; results of projects and business models implemented using agile methods; results of reviewing and developing capabilities to demonstrate the characteristics of resilience.

**Achievement of results and impact, such as:** Achieving the priorities and indicators of Dubai Resilience Strategy; measures of partners' perceptions on the implementation of initiatives; results of contingency plans when dealing with risks upon their occurrence; results of projects and seized opportunities; and costs saved through working with resilience.

## Artificial Intelligence (AI) and Cybersecurity

### The general areas for assessment are (Cont.):

**Organizational culture and human resources' capability development in the field of using Artificial Intelligence (AI) technologies and enhancing cybersecurity**

Promoting an organizational culture that supports emerging technologies; as well as implementing effective programs to enhance the employees' capabilities in the field of Artificial Intelligence (AI) and dealing with cybersecurity risks.

**Suitability of technology and innovation to Artificial Intelligence (AI) and cybersecurity solutions**

Criteria for setting priorities and selecting suitable technologies; periodically monitoring and evaluating the suitability of used technologies; and developing innovative solutions utilizing Artificial Intelligence (AI) technologies while ensuring the conformance to the Artificial Intelligence (AI) related policies issued by Dubai Digital Authority.

**Customer / User-centric Artificial intelligence (AI) and cybersecurity solutions**

Responding to the needs and preferences of customers and users; enhancing and improving their experience by measuring their happiness, usage rates, and participations; and involving them when designing systems and services.

**Technical capabilities and infrastructure of Artificial Intelligence (AI) and cybersecurity technologies**

Providing a robust, efficient and high-quality digital infrastructure and technologies suitable for Artificial Intelligence (AI), and ensuring the achievement of digital resilience in the design and programming of systems in alignment with current and future technologies.

**The resilience and integration of Artificial Intelligence (AI) and cybersecurity infrastructure**

The scalability of systems and solutions and their adaptability to changes; and the provision of effective systems and procedures to link and integrate them with internal and external systems and other technologies ensuring high levels of interoperability.

**The general areas for assessment are (Cont.):**

**Governance frameworks and the ethical usage of Artificial Intelligence (AI)**

Applying clear governance frameworks and policies that regulate the use of Artificial Intelligence (AI), ensure transparency and accountability, protect privacy, and adopt the ethical principles related to using artificial intelligence (AI).

**Partnerships in the field of Artificial Intelligence (AI) and cybersecurity**

Building effective partnerships with research and development centers, entrepreneurs, and universities; and participating in experimental environments to accelerate innovation and develop joint solutions.

**Effectiveness of cybersecurity systems and their ability to address advanced and complex threats**

Adopting modern cybersecurity systems that can detect and respond to all types of threats, while aligning and integrating with digital resilience plans, risk management, and Dubai Resilience Strategy, while complying with the International Standards in this field including the cybersecurity policies issued by Dubai Electronic Security Center.

**Achieving results and impact through applying Artificial Intelligence (AI) technologies and enhancing cybersecurity**

**Results of performance indicators, such as:** Progress in developing and implementing solutions; accuracy of outcomes related to Artificial Intelligence (AI) solutions; data readiness for Artificial Intelligence (AI) applications; adoption rate of artificial intelligence (AI) solutions in targeted services; compliance with relevant International Standards related to Artificial Intelligence (AI) and Cybersecurity including those issued by Dubai Digital Authority and Dubai Electronic Security Center; success rates of mock drills; human resources' benefit from upskilling programs; and indicators related to threats and response time.

**Achievement of results and impact, such as:** Customers and users' happiness with Artificial Intelligence (AI) and cybersecurity solutions; financial efficiency; productivity; organizational resilience; and speed of decision-making

## Behavioral Science

The general areas for assessment are:

**Organizational and specialized capabilities in the field of behavioral science**

Adding and developing organizational functions related to the application of behavioral science and utilizing it to support the entity's role; building specialized knowledge capabilities; staying updated on best practices and successful experiences in this field; motivating continuous learning for the staff responsible for those functions; building knowledge partnerships with universities as well as centers for research and behavioral experiments; and spreading awareness about behavioral science and its applications within the entity.

**Employing behavioral science in various suitable areas of work in the entity**

Exploring areas of application, determining priorities and behaviors to focus on based on systematic and clear criteria that emphasize on achieving the highest positive impact on behavior and organizational results. Areas of application include public and internal policies, services and relevant procedures, studies and communication, in addition to change management and organizational learning.

**The quality of designing and implementing behavioral experiments and interventions**

Designing behavioral interventions according to approved scientific methodologies; utilizing design thinking approach and creative tools to analyze and understand behavior, based on reliable data, evidences, and logical hypotheses; develop a clear action plan to implement and monitor behavioral initiatives and interventions, in integration with the entity's performance management systems.

**Enhancing the customers and stakeholders' experience based on behavioral studies**

Benefiting from successful global studies, experiments, and behavioral analyses to understand the needs and preferences of customers and stakeholders, such as employees and partners; and designing behavioral interventions that facilitate their decision-making and nudge them toward positive changes in the targeted behaviors; thus, enhancing their experience and achieving the overall happiness of the society.

**The general areas for assessment are (Cont.):**

**Governing the use of behavioural science and ensuring its alignment with ethical principles**

The responsible use of behavioral science principles when designing interventions and conducting behavioral studies and experiments; adopting clear governance frameworks that take into account transparency, risks, and challenges associated with implementing interventions; thus, reducing the likelihood of bias or manipulation in the outcomes of analysis and studies, protecting individuals' privacy, and enhancing their confidence and decision-making autonomy without forcing them toward a particular choice or preventing them from making a decision.

**Achieving results and impact through behavioral science**

**Performance results and indicators, such as:** Indicators related to the scope of work as well as management of behavioral studies and interventions (e.g. The number, size, importance, diversity, and quality of initiatives; percentage achieved against targeted); indicators related to the results of implementing behavioral initiatives and interventions (e.g. interaction rates with behavioral experiments and interventions, response rate); and governance indicators.

**Achievement of results and impact, such as:** Achieving the targeted results of behavioral experiments and interventions; indicators of positive change in the behavior of customers and targeted stakeholders participating in behavioral experiments and interventions; the impact of improved efficiency (such as achieved savings); improved customers' happiness and their enhanced experience; impact of achieving the objectives of public and internal policies; in addition to indicators related to publishing and sharing successful experiments and applications and benefiting from them by other government entities.

## ASSESSMENT TOOL - DUBAI GOVERNMENT EXCELLENCE MODEL AND THE ELITE MODEL

Starting from this assessment cycle, the assessment tool used in Dubai Government Excellence Model shall be adopted as an assessment tool for the pillars of the Elite Model. This is aimed at enhancing consistency between the assessment scores in the two models.

In light of the above, the assessment method of Dubai Government Excellence Model is divided into two parts:

1

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

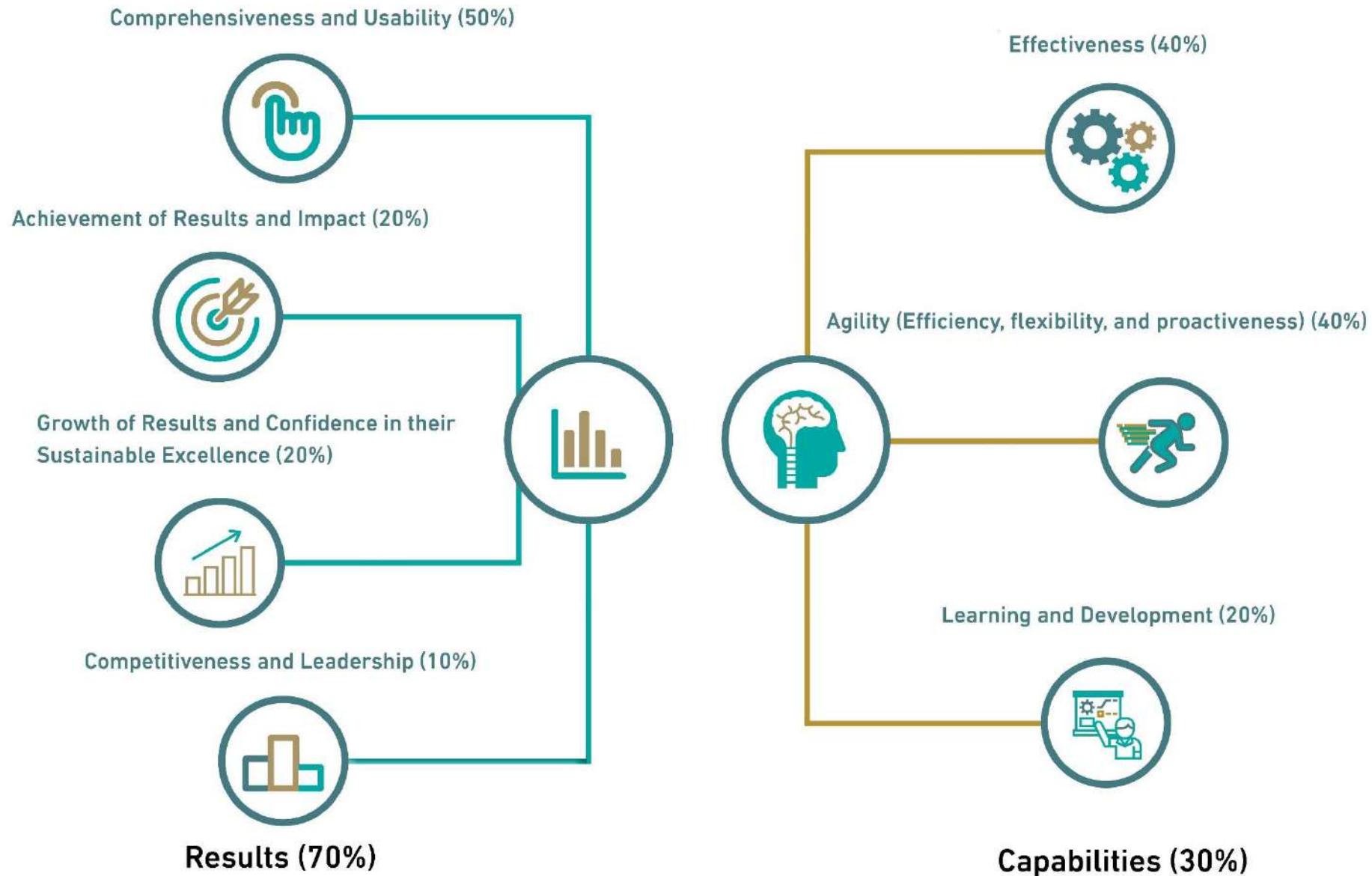
2

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

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

Level	Assessment Criteria	Assessment Tool	Final Result
Elite Level	Elite criteria	The weights of capabilities and results related to the Elite pillars are distributed as 70% and 30% according to the nature of the pillar, and the extent to which the entity maintained its level or moved up to the Elite Level in the previous assessment cycle, as detailed previously.	20%
	Dubai Government Excellence Model criteria	Results assessment	100% 80%
Excellence Level	Dubai Government Excellence Model criteria	Results assessment	100%
Basic Level	Capabilities criteria in the government excellence model	Capabilities assessment	30%
	Dubai Government Excellence Model criteria	Results Assessment	70%

## ASSESSMENT TOOL – MAIN ASSESSMENT PRINCIPLES



## ASSESSMENT TOOL – CAPABILITIES ASSESSMENT

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

### Capabilities Assessment Pillars

#### **Effectiveness:**

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

#### **Agility (Efficiency, Flexibility, and Proactiveness):**

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

#### **Learning and Development:**

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

# ASSESSMENT TOOL – CAPABILITIES ASSESSMENT

CAPABILITIES ASSESSMENT TOOL						
Assessment Pillars	Limited Capabilities	Basic Capabilities	Intermediate Capabilities	Advanced Capabilities	Outstanding Capabilities	
	0 - 10	15 - 35	40 - 60	65 - 85	90 - 100	
Effectiveness (40%)	Do capabilities fulfill the needs of all stakeholders? Do capabilities achieve expected results and contribute to achieving strategic directions?	They do not fulfill the needs of stakeholders nor contribute to achieving strategic directions.	They fulfill some of the stakeholders' needs and partially contribute to strategic directions.	They fulfill the needs of most stakeholders, significantly contribute to achieving results and strategic directions, as well as utilize technology and innovative methods to achieve these results.	They fulfill the needs of all current stakeholders, contribute to achieving all results and strategic directions, as well as utilize innovative methods and smart technology in an optimal manner to achieve high-level results.	They fulfill the needs of all current and potential stakeholders, contribute to achieving all results and strategic directions, as well as utilize smart technology in an optimal manner to achieve and sustain leading results.
	Are the capabilities suitable to the entity's nature of work and are aligned with best practices?	They are not suitable to the entity's nature of work and are not aligned with best practices.	They are suitable to the entity's nature of work to some extent and are partially aligned with best practices.	They are suitable to the entity's nature of work and aligned with best practices to a great extent.	They are completely suitable to the entity's nature of work and are considered amongst international best practices.	They are completely suitable to the entity's nature of work and are considered unique practices which are exemplary at a global level.
Agility (Efficiency, Flexibility, and Proactivity) (40%)	Are capabilities implemented in ways that ensure optimal utilization of various resources and rational spending?	The entity does not consider optimal utilization of resources or rational spending during implementation.	The entity considers both optimal utilization of resources and rational spending to some extent during implementation.	The entity considers both optimal utilization of resources and rational spending to a great extent during implementation, as well as harnesses technology and innovative approaches to achieve this.	The entity utilizes all resources in an optimal manner, completely considers rational spending during implementation, utilizes innovative approaches, and harnesses smart technology to reach the maximum level of achievement.	The entity is considered an exemplary model globally in the field of optimal utilization of resources and rational spending during implementation, as well as in utilization of innovative approaches and smart technologies to reach outstanding level of achievements.
	Are capabilities flexible, streamlined, proactive and demonstrate rapid response and adaptation to developments?	The entity implements its capabilities through slow, complicated business models and steps which do not allow flexibility and transformation to respond to work-related developments.	The entity implements its capabilities, to some extent, through rapid, smooth, and flexible business models and steps, which allow the entity to transform in response to work developments; however, in a slow manner and with excessive resources.	The entity implements its capabilities, to a great extent, through rapid, smooth, and flexible business models and steps, which allow the entity to transform in response to work developments at a good speed and with reasonable resources.	The entity implements its capabilities completely through rapid, smooth, flexible business models and steps, which allow the entity to transform in response to work developments proactively, high speed, and with optimal resources. The entity is able to adapt and sustain the transformation and improvement.	The entity's capabilities and business models are considered exemplary at a global level due to their proactivity, speed, efficient streamlining, flexibility, rapid response and adaption to changes, and the sustainability of their transformation at the highest levels possible.
Learning and Development (20%)	Are capabilities developed using creative ideas and innovative approaches, based on analyzing and learning from performance results and best practices?	The entity develops a limited number of capabilities; however, this development is not based on analyzing and learning from performance results and best practices.	The entity develops a number of capabilities, using creative ideas and innovative approaches, as well as harnesses technology to a certain extent, based on analyzing and learning from performance results and best practices.	The entity develops most of the capabilities, using creative ideas and innovative approaches, as well as harnesses smart technology to a great extent, based on analyzing and learning from performance results and best practices.	The entity develops all capabilities regularly, using creative ideas and innovative, radical innovative approaches, as well as harnesses technology to an optimal level, based on analyzing and learning from performance results and best practices.	The entity is considered a global exemplary model for being a learning, innovative organization and for harnessing smart technology in this regard.
	Is development conducted using a transformational mindset and radical changes?	Capabilities are developed using a traditional mindset and non-radical changes.	A number of capabilities are developed through changes which reflect the entity's initial adoption of a transformational mindset.	Many capabilities are developed through adopting a transformational mindset to a great extent and through a number of radical changes.	All capabilities are developed through adopting a transformational mindset completely and through radical changes which fall within an integrated and interconnected work system.	The entity is considered a global exemplary model in relation to developing radically innovative business models and approaches.
	Are the future of government capabilities taken into consideration when working on development?	The future of government capabilities was not taken into consideration when working on development.	The future of government capabilities was considered when developing some capabilities.	The future of government capabilities was considered when developing most capabilities.	The future of government capabilities was considered when developing all capabilities.	The entity is considered a global exemplary model in relation to readiness for the future of government capabilities.

# ASSESSMENT TOOL – CAPABILITIES ASSESSMENT

## Rules for Applying the Assessment Tool in the Capabilities Field

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

1

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

2

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

3

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

4

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

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

## ASSESSMENT TOOL – RESULTS ASSESSMENT

### Results Assessment Pillars

#### **Comprehensiveness and Usability:**

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

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

#### **Achievement of Results and Impact**

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

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

#### **Questions Supporting Entities at the Excellence and Elite Levels**

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

## ASSESSMENT TOOL – RESULTS ASSESSMENT

### Results Assessment Pillars (Cont.)

#### **Growth of Results and Confidence in their Sustainable Excellence**

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

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

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

#### **Competitiveness and Leadership**

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

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

# ASSESSMENT TOOL – RESULTS ASSESSMENT

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

## Notes:

1. The score of comprehensiveness and usability is the ceiling for the scores of the remaining assessment pillars (Achievement of Results and Impact, Growth of Results and Sustainability of their Excellence, Competitiveness and Leadership).
2. The score of the assessment sub-pillar related to “measuring all appropriate indicators to monitor and predict capacity performance” is the ceiling for the score of the second sub-pillar “Review and update of results, ensure their accuracy and reliability, and classify them in an appropriate manner for development and improvement”.

## ASSESSMENT TOOL – RESULTS ASSESSMENT

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

Note:

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

# ASSESSMENT TOOL – RESULTS ASSESSMENT

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

Note:

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

# ASSESSMENT TOOL –SUPPORTING ASSESSMENT PILLARS FOR THE ENTITIES AT THE EXCELLENCE AND ELITE LEVELS

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

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

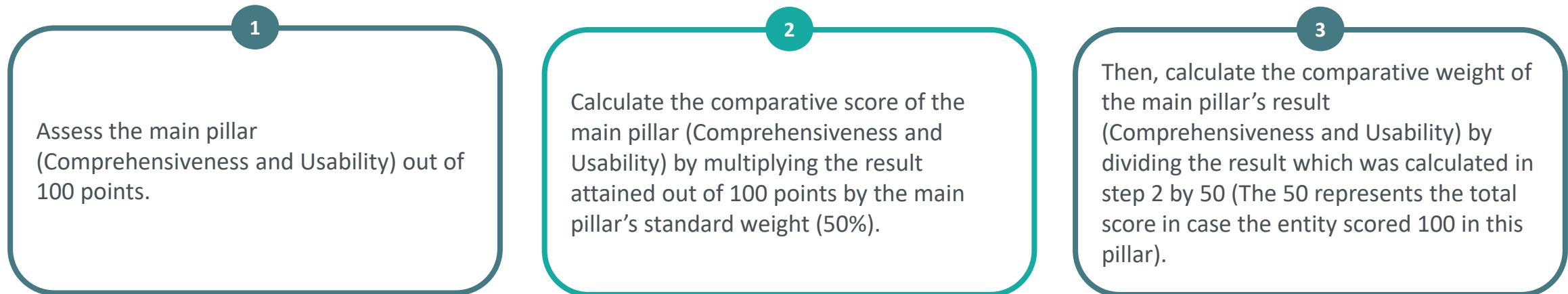
# ASSESSMENT TOOL – RESULTS ASSESSMENT

## Rules Related to Applying the Results Assessment Tool

The results assessment consists of two main sections:

### The First Section:

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



### Note:

- ❑ The score of “Comprehensiveness and Usability” is the ceiling for the scores of all the other assessment pillars (Achievement of Results and Impact), (Growth Results and Confidence in their Sustainable Excellence), and (Competitiveness and Leadership).
- ❑ The score of the assessment sub-pillar related to “measuring all appropriate indicators to monitor and predict capacity performance” is the ceiling for the score of the second sub-pillar “Review and update of results, ensure their accuracy and reliability, and classify them in an appropriate manner for development and improvement”.

## ASSESSMENT TOOL – RESULTS ASSESSMENT

### Rules Related to Applying the Results Assessment Tool

#### The second section:

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

1

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

2

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

#### Note:

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

## ASSESSMENT TOOL – RESULTS ASSESSMENT

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

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

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

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

- The Basic Level Entities: Add (the score related to the criterion capabilities' assessment multiplied by the comparative weight of the capabilities) with (the score of the results assessment, for the same criterion, multiplied by the comparative weight of the results).
- The Excellence and Elite Level Entities: Determine the score of the results assessment for the same criterion, then multiply the overall score by its specific comparative weight in the Government Excellence Model.

## ASSESSMENT TOOL – ELITE MODEL ASSESSMENT

### Elite Model Assessment

- ❑ Government entities are assessed through a model which includes three pillars that are updated after each assessment cycle. Entities at the Elite Level should participate in all specified pillars. The criteria are updated according to the following:
  - Latest trends and international government best practices.
  - Leadership directives and Dubai Government priorities.
  - Maturity level of the previously announced pillars in the Elite level entities and their achievement of targeted impact.
- ❑ Assessments are carried out by a team of international experts in the fields of the pillars (in addition to the model's assessment team) who interview the concerned team in the government entity to discuss the topics of the pillars, during one of the site visit days dedicated to assess the entity.
- ❑ The assessment covers the core areas identified for each pillar, which are allocated to each entity according to the nature of its work, in addition to any new applications of best practices in the pillar area at the time of assessment.
- ❑ The Elite criteria assessment points are added to the government entity's score in the Government Excellence Model assessment in as much as 80% for Government Excellence Model assessment and 20% for Elite Model assessment.

## VARIABLE AWARDS

### **“Best People-of-Determination-Friendly Entity” Category**

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

#### **Criteria**

##### **Enablers (60 Points)**

###### **First Criterion: Ease of Access to Facilities, Services and Information for People of Determination (30 Points)**

- Designing and equipping buildings and facilities in a way that enables people of determination to benefit from them and use them easily, according to international best practices.
- Setting up services as well as information and communication technologies so that people of determination can benefit from them, on an equal basis with others; enabling them easy access and use, according to international best practices.
- Training a number of front-office employees on interacting with people of determination to meet the demands of this category of customers, in a way that ensures providing them with the service according to their needs.
- Ensuring that entities supervised and authorized by the government entity adhere to the approved standard specifications for preparing facilities, services, information and communication technology to be used by people of determination.
- Preparing facilities and buildings for evacuating people of determination in emergency situations.

## VARIABLE AWARDS

### **“Best People-of-Determination-Friendly Entity” Category (Cont.)**

#### **Second Criterion: Integrating and Enabling People of Determination Employees (30 Points)**

- Ensuring that the rights of people of determination are protected and that they are provided with equal opportunities in all stages of recruitment and employment, on an equal basis with others (including factors such as attraction, selection, job application, evaluation, job offer, job stability, and career development).
- Developing the skills of people of determination on an equal basis with others and developing programs that ensure their career progress, in a way that guarantees their ability to participate with their coworkers in various fields.
- Providing the facilities necessary for people of determination to be able to carry out their duties with ease, including special devices, tools and equipment.
- Providing sufficient opportunities and a suitable work environment that encourages people of determination to be proactive and creative.
- Protecting people of determination from discrimination in all stages of work as well as from abuse, neglect or exploitation in any form.

## VARIABLE AWARDS

### “Best People-of-Determination-Friendly Entity” Category (Cont.)

#### Third Criterion: Results (40 Points)

- The rate of recruiting people of determination, in accordance with their capabilities and the nature of work in the government entity.
- The number of training courses provided for people of determination employees to develop their skills and capabilities as well as to help their career development.
- The number of special training courses provided for employees on how to interact with people of determination in all stakeholders (customers, employees, community members, and others).
- The compliance rate according to the audit related to suitability of facilities and services for use by people of determination.
- The number of people of determination-oriented social initiatives dedicated to providing them their rights, developing them, and increasing their opportunities for interaction.
- Results of people of determination’s opinion surveys (customers, employees, and their families).
- Results of community members’ opinion surveys on the extent to which the government entity is people of determination-friendly.
- Result of the Dubai Digital Authority assessment of the government entity’s website and the suitability of its smart applications for the needs of people of determination.

## VARIABLE AWARDS

### Assessment Mechanism

#### First: Organizational Assessment (85%)

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

#### Second: Happiness Studies (15%)

- The score of questions related to people of determination included in the Mystery Shopper and Employee Happiness studies which are conducted by the General Secretariat of the Executive Council.

## VARIABLE AWARDS

### “Best Entity in Emiratization” Category

#### Category Objectives:

1

Encouraging government entities to prepare and implement a sustainable, organizational Emiratization plan.

2

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

3

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

#### Criteria:

This category is assessed according to Criterion (5-2) “Emiratization”, under the fifth main criterion: “Human Capital and Emiratization”, in the Dubai Government Excellence Model.

#### Assessment Mechanism:

- The assessment is carried out by a team of national experts specialized in human resources (using the model’s approved assessment tools for Capabilities and Results); 50% for Capabilities and 50% for Results (50% for performance indicators and 50% for perception measures).
- The Emiratization criterion is accounted for among the Government Excellence Model criteria to assess the “Leading Government Entity” category. However, it is not considered in the assessment of the “Best Entity in Human Capital” category, for which the winner is determined using the grade of sub-criterion 5-1 “Management of Professional Talent”, in order to avoid duplication in assessment and recognition.

## VARIABLE AWARDS

### “Best Joint Initiative” Category

#### Category Objectives:

1

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

2

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

3

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

#### Nomination and Participation Conditions for this Category:

- Nomination for this category is optional. All entities from all levels (Elite, Excellence, Basic) can participate in this category.
- At least one of the partners in this initiative should be from the private sector.
- Initiatives with budgets exceeding twenty-five (25) million Dirhams are not eligible to participate in this category.
- Only initiatives which were implemented within maximum the last 4 years may participate.
- Nominating the same initiatives for two consecutive cycles is not permitted (even if the nomination for joint initiatives is made by different entities).
- Initiatives that have been previously recognized by the General Secretariat of the Executive Council or any its initiatives and programs are not permitted to be nominated in this category.

## CRITERIA OF BEST JOINT INITIATIVE

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

- The level of innovation in the idea of the initiative, the extent of its response to the challenges faced by Dubai government entities, and its readiness for the future.
- Analyzing the current situation, studying the feasibility of the initiative, and setting its goals at pioneering levels, based on the analysis of data and facts.
- Supporting and aligning the initiative with the goals and strategies approved at the levels of the government entity and Dubai government in general.
- The mechanism used for selecting and determining the team members who have the capabilities and competencies required to manage and implement the initiative in its various stages.
- Identifying the partners and the rest of the parties who are concerned with the initiative; the relationship frameworks with them; the extent of their influence and how affected they are by its success; and the principles of managing the relationship with them, based on the advantage reaped by all and the benefit gained from capabilities made available through partnership with the private sector.
- Determining the budget of the initiative as well as the material and non-material resources required for its implementation, based on information and facts.
- Preparing and implementation plan for the initiative as well as determining the mechanisms, which will be used for following-up the implementation of the results and achieving their impact, based on effective and clear performance indicators for all stakeholders.
- Determining the critical factors for the success of the initiative; preparing a mechanism for managing the risks associated with its implementation; and preparing various scenarios to be implemented in case of any internal or external changes, in order to achieve the goals and impact of the initiative for the government entity and all partners.

## CRITERIA OF BEST JOINT INITIATIVE

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

- Using modern, scientific methods and techniques, as well as technology, to manage and implement the initiative.
- The approach by which difficulties and obstacles encountered by the initiative were overcome, as well as the team's proactiveness and flexibility in responding to these challenges and dealing with them.
- Effectiveness of implementation-related processes and efficiency of financial spending.
- Effectiveness of managing change which is related to the initiative.
- Managing the initiative and monitoring its implementation, through the effective participation of partners, as well as preparing regular achievement reports in order to ensure managing and fulfilling the requirements and needs of all partners and stakeholders throughout the implementation stages.

## CRITERIA OF BEST JOINT INITIATIVE

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

- The results of implementing the initiative in terms of timeframes and used resources, as well as result achievement for each of its implementation stages.
- The results achieved after the implementation of the initiative in comparison to targeted results, and their impact on the general performance level of the government entity and on the performance of all partners.
- The benefits and positive impacts of the initiative on all stakeholders, including the partners' happiness with the partnership to implement the initiative as well as with the transfer and exchange of knowledge among partners.
- The extent of sustaining the positive results and impacts of the initiative.
- The continuous learning and development related to the initiative, which takes place internally and at the partner entities, as well as the possibility of implementing the learning or spreading best practices and learnt lessons in other government entities.

## VARIABLE AWARDS

### “Best Joint Initiative” Category

#### ASSESSMENT MECHANISM

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

##### **The First Stage:**

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

##### **The Second Stage**

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

##### **The Third Stage**

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

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

## VARIABLE AWARDS

### The Most Future-Ready Entity

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

#### Category Objectives:

1

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

2

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

3

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

#### Assessment Mechanism

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



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

## DUBAI MEDALS OF EXCELLENCE

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

### **Dubai Medal for Assistant Director General / CEO (Mandatory)**

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

### **Dubai Medal for Supervisory Employee (Optional)**

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

### **Dubai Medal for Specialized Employee (Optional)**

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

## DUBAI MEDALS OF EXCELLENCE

### **Dubai Medal for Administrative Employee (Optional)**

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

### **Dubai Medal for Field Employee (Optional)**

This category is dedicated to all employees in the various non-supervisory jobs which require field work outside their work entity, with their out-of-office duties requiring no less than 70% of their time. The jobs / job titles in this category may include: comptroller, inspector, police officer, security officer, traffic officer, safety officer, civil defense officer, rescue officer, guide / tour guide, surveyor, agricultural technician, engineering or construction technician, agricultural guide, driver, equipment operator, and so forth.

### **Dubai Medal for Customer Happiness Employee (Mandatory)**

This category is dedicated to all government entities' employees in non-supervisory jobs at customer service centers or employees who interact directly with the public. It is not obligatory to include the words "customer happiness" in the employee's job title. The jobs / job titles in this category may include: receptionist, inquiry officer, customer service officer, call center officer, and so forth.

## DUBAI MEDALS OF EXCELLENCE

### **Dubai Medal for Innovative Employee (Optional)**

This category is dedicated to all employees who have innovations and joint inventions, whether related to their scope of work or outside it, regardless of their job titles. Their job titles do not necessarily have to include any words that refer to innovation or creativity.

### **Dubai Medal for Young Employee (Mandatory)**

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

## DUBAI MEDALS OF EXCELLENCE

### Assessment Criteria and Elements of the Dubai Government Medals of Excellence

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

##### First Criterion: Performance and Achievement (30%)

- Major current and previous achievements of the business unit managed by the employee, during their work tenure, and their impact on achieving the entity's strategy and Dubai Plan.
- Ability of the employee to translate visions and achieve goals through effective planning and forecasting of the future; while ensuring the team's contribution as well as the optimal use of time and resources to create an added value, serve society, and attain the latter's happiness.
- Ability of the employee to manage risks as well as processes related to change, modernization, and continuous improvement.
- Investing in human capital as well as empowering the employee's teams and developing their leadership skills. Moreover, providing a suitable environment for creativity and innovation, in addition to nurturing the team member's abilities in order to sustain the entity's excellence and competitiveness.

## DUBAI MEDALS OF EXCELLENCE

### Assessment Criteria and Elements of the Dubai Government Medals of Excellence

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

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

- Acts as a role model in performance and behavior; creates a positive work environment; encourages teamwork; deals with challenges and difficulties in a flexible manner and overcomes them.
- Volunteer work carried out by the employee, either through their work entity or outside their scope of work, which aims at supporting social development and community service.
- Spreading the culture of learning based on experimenting and application of acquired knowledge in new situations, as well as adopting an approach which enables handling the changing requirements of different situations.
- Effective communication with all employees of different cultural backgrounds, as well as accepting diversity and promoting the values of tolerance inside and outside the entity.

## DUBAI MEDALS OF EXCELLENCE

### Assessment Criteria and Elements of the Dubai Government Medals of Excellence

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

##### Third Criterion: Initiative and Entrepreneurial Awareness (20%)

- Presenting ideas and suggestions, as well as demonstrating initiative to participate in teams and organizational events.
- Contributing to the provision of innovation enablers in the entity (suggestion scheme, communication tools, technology and financial / material resources) as well as coming up with leading innovative initiatives and projects which serve the entity.
- The employee's efforts and contribution to the entity's activities and events which aim at shaping the future, as well as at understanding the government's directives and initiatives or the international best practices.
- The employee's contributions to enhance the entity's competitive and leading position as well as the society's quality of life.

# DUBAI MEDALS OF EXCELLENCE

## Assessment Criteria and Elements of the Dubai Government Medals of Excellence

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

#### Fourth Criterion: Leadership Skills (30%)

- Contribution to setting the entity's vision, organizational strategy and structure, and a suitable business model to implement the strategy; as well as to providing the necessary resources to apply it.
- Resilience; fostering the concepts of proactiveness, rapid response and execution; presence in the field to monitor work and to effectively and efficiently manage developments as well as processes related to change and improvement of tasks and services; in addition to taking decisions which aim at achieving organizational goals.
- Contribution to activities related to human resource development; to developing human resources' abilities; as well as to preparing a generation of leaders who are accountable, able to serve, and develop their own abilities and skills.
- Implementing mechanisms for delegation of authority; ensuring the involvement of stakeholders in the decision-making process; ensuring clarity of responsibilities and authorities; avoiding conflict of interest or the misuse of authority; and putting the common good before the personal's.

# DUBAI MEDALS OF EXCELLENCE

## Assessment Criteria and Elements

### 1. First Criterion:

#### Performance and Achievement

- Nature of individual performance and achievements of their current (and previous) scope of work, and their impact on the entity and on the achievement of Dubai Plan.
- The employee's speed and accuracy in accomplishing their work and achieving their goals through the optimal use of time and resources.
- Challenges which the employee overcame or dealt with to achieve their goals and accomplishments.

### 2. Second Criterion:

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

- Original (non-traditional) and creative ideas as well as leading initiatives presented by the employee, and the diversity thereof, with a focus on radical innovations, whether within or outside their scope of work.
- Applying best practices and mechanisms to develop innovations, analyze and use data, learn, and others.
- The results and impacts achieved through implementing those leading and creative ideas / initiatives / projects; as well as their success in responding to local, regional, and global challenges and in finding solutions for them.
- The documentation level of the employee's innovations in scientific / literary researches and publications as well as in papers of specialized conferences; in addition to the number and importance of invention patents and intellectual property rights owned by the employee.

## DUBAI MEDALS OF EXCELLENCE

### Assessment Criteria and Elements (Cont.)

#### 3. Third Criterion:

##### Continuous Learning and Evolving Mindset

- The extent of the employee's keenness to improve educational attainment and the benefit thereof on individual and organizational level.
- The employee's efforts to gain experience and seek self-development in terms of knowledge and skills relevant to their work duties, and the extent of their implementation and impact on the individual and organizational levels.
- The employee's transfer of learnt knowledge and skills to others, whether within their work entity or outside it.

#### 4. Fourth Criterion:

##### Initiative and Entrepreneurial Awareness

- The employee's proactive contribution to presenting ideas and suggestions; participating in teams, organizational events, and activities related to knowledge transfer to colleagues.
- The employee's optimal use of innovation enablers in the entity (suggestion scheme, communication tools, technology, and financial / material resources) to come up with leading, innovative initiatives and projects which serve the entity.
- The employee's efforts and contributions to the entity's future-shaping-related activities and events, as well as understanding the government's directives and initiatives or the international best practices.

## DUBAI MEDALS OF EXCELLENCE

### Assessment Criteria and Elements (Cont.)

#### 5. Fifth Criterion:

##### **The Positive and Influential Personality**

- Acts as a role model in performance and behavior; creates a positive work environment; encourages teamwork; as well as deals with challenges and difficulties, in a flexible manner, and overcomes them.
- Volunteer work carried out by the employee, either through their work entity or outside their scope of work, which aims at supporting social development and community service.
- Spreading the culture of learning based on experimenting and application of acquired knowledge in new situations, as well as adopting an approach which enables handling the changing requirements of different situations.
- Effective communication with all employees of different cultural backgrounds, as well as accepting diversity and promoting the values of tolerance inside and outside the entity.

## DUBAI MEDALS OF EXCELLENCE

### Assessment Criteria and Elements (Cont.)

#### 6. Sixth Criterion:

##### **Leadership Skills (Dubai Medal for Supervisory Employee Only)**

- Major current and previous achievements of the business unit managed by the employee during the tenure of their work.
- The ability to plan the business unit's future through future-shaping and establishing an integrated plan that combines the goals of the business unit and its employees; as well as the employee's capabilities in terms of managing risk and processes-related to change, modernization, and continuous improvement.
- The employee's ability to manage the business unit in a way that ensures optimal use of time and resources and maximizes their benefits; and their ability to apply reliable methods to measure their team / business unit's performance, to monitor the extent of goal achievement, and to make appropriate decisions.
- The employee's keenness to build and empower the human resources working under their supervision, encouraging them to work and take initiative; to build team spirit among them; and to provide a suitable environment for creativity and innovation.

# DUBAI MEDALS OF EXCELLENCE

## Dubai Medal for Assistant Director General / CEO

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

# DUBAI MEDALS OF EXCELLENCE

## Dubai Medal for Assistant Director General / CEO

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

# DUBAI MEDALS OF EXCELLENCE

## Dubai Medal for Assistant Director General / CEO

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

# DUBAI MEDALS OF EXCELLENCE

## Dubai Medal for Assistant Director General / CEO

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

# DUBAI MEDALS OF EXCELLENCE

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

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

# DUBAI MEDALS OF EXCELLENCE

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

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

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

# DUBAI MEDALS OF EXCELLENCE

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

Assessment Elements	25%					50%					75%					100%					
	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%	
Third Criterion: Continuous Learning and Evolving Mindset	The extent of the employee's keenness to improve educational attainment and the benefit thereof on individual and organizational level.	The employee did not make any efforts to improve their educational attainment.					The employee made some efforts to improve their educational attainment (academic studies); however, in a manner which did not directly contribute to improving the organizational performance level.					The employee made clear efforts to improve their educational attainment (academic studies: bachelor's and master's degrees), and participated in the scientific research field (researches, papers, articles) in a way that contributed to improving the levels of individual and organizational performance.					The employee makes constant efforts to improve educational attainment (higher academic studies: master's and PhD), and participates effectively in the scientific research field (researches, papers, articles). Moreover, he/she has clear plans for self-development in modern sciences, in a way which contributes to improving individual and organizational performance levels as well to achieving leadership.				
	The employee's efforts to gain experience and seek self-development in terms of knowledge and skills relevant to their work duties, and the extent of their implementation and impact on the individual and organizational levels.	The employee is rarely keen to gain experience and seek self-development in terms of knowledge and practical skills relevant to their work duties.					The employee is sometimes keen to gain experience and seek self-development in terms of knowledge and practical skills related to their work duties. They sometimes apply the acquired experiences and skills to develop their individual performance.					The employee is keen, most of the time, to gain experience and seek self-development in terms of knowledge and practical skills related to their work duties. Moreover, they contribute to professional associations and often utilize acquired experiences and skills to develop individual performance which has a good impact on the performance of their business unit.					The employee is always keen to gain experience and seek self-development in terms of knowledge and practical skills related to their work duties. Moreover, they contribute to renowned professional associations and has a clear futuristic plan to develop their skills and knowledge. They always utilize acquired experiences and skills to develop individual performance which has a significant impact on the performance of their business unit and entity as well as on achieving leadership.				
	The employee's transfer of learnt knowledge and skills to others, whether within their work entity or outside it.	The employee is rarely keen to transfer learnt knowledge and skills to others.					The employee is sometimes keen to transfer learnt knowledge and skills to others within their work entity.					The employee is keen, most of the time, to transfer learnt knowledge and skills to others within their work entity and outside at a local level (through participation in conferences, training courses, coaching and mentoring, etc.).					The employee is always keen to transfer learnt knowledge and skills to others in their work entity through clear plans as well as modern and effective methods. Moreover, they transfer knowledge outside at local, regional, and global levels (through participation in conferences, training courses, coaching and mentoring, etc.).				
Total Continuous Learning and Evolving Mindset		5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%

# DUBAI MEDALS OF EXCELLENCE

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

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

# DUBAI MEDALS OF EXCELLENCE

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

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

# DUBAI MEDALS OF EXCELLENCE

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

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

# DUBAI MEDALS OF EXCELLENCE

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

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

# DUBAI MEDALS OF EXCELLENCE

## Criteria Score Distribution Table for the Dubai Medals of Excellence Categories

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

# UPDATES TO DUBAI MEDALS OF EXCELLENCE

## Updates Related to the Assessment Mechanism

### ASSESSMENT MECHANISM

Each candidate will undergo one assessment session at his workplace.

The session consists of three stages:

#### **The First Stage**

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

#### **The Second Stage**

- 2. Questions and answers**  
(15 – 25 minutes)

#### **The Third Stage**

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

Note:

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

## DUBAI MEDALS OF EXCELLENCE

### Special Recognition of the Unknown Soldiers

- This category is dedicated to recognizing a number of junior employees (provided that they are employees of grade 8 or below) who demonstrated the ability to face personal and professional difficulties and challenges, while achieving extraordinary accomplishments and performing an outstanding job that exceeds expectations, showing commitment, perseverance, appropriate personal and behavioral conduct, honesty, dedication and devoted service; or to recognizing national employees who work in certain jobs to encourage others to seek such jobs. This category includes the following job titles: (driver, receptionist/front-desk officer, cleaner, and other jobs). Those honorees are selected through an unofficial contest.

## GENERAL RULES: ORGANIZATIONAL AWARD PARTICIPATION AND ASSESSMENT

- ❑ The entities participating at the Elite level will be recognized and honored for the organizational level they achieved; accordingly, they may not compete with the entities at the Excellence level for the Government Excellence Model awards, except for “Best Entity in Providing Integrated Services”, “Best Entity in Human Capital”, “Best Entity in Emiratization”, and “The Most Future-Ready Entity”.
- ❑ Participation is mandatory for all entities participating at all levels of the “Best People-of-Determination-Friendly Entity” category, the “Best Entity in Emiratization” category, the “Most Future Ready Entity” category with any participating entity eligible to win, regardless of their level. As for participating in the “Best Joint Initiative” category, it is optional for all entities at all levels, with any participating entity eligible to win, regardless of their level too.
- ❑ The assessment criteria and mechanism were designed so that the assessment process does not require any additional preparations or work, nor the assistance of any external consultants.
- ❑ Participating government entities must disclose any professional or personal relationship between any of the assessment team members and the participating entity or any of its employees.
- ❑ Government entities are not allowed to make any job offers or to employ any of the assessment team members at the entity until the following assessment cycle is over. Any evidence of such an action will result in deducting 50 points out of the entity’s total points in the following assessment cycle.

## GENERAL RULES: DUBAI MEDALS OF EXCELLENCE PARTICIPATION AND ASSESSMENT

- All Dubai Medals of Excellence categories are optional, except for the “Medal for Assistant Director General/CEO”, “Medal for Customer Happiness Employee”, and “Medal for Young Employee”, as they are mandatory.
- Candidates for the “Assistant Director General / CEO”, “Administrative Employee”, “Supervisory Employee”, and “Young Employee” medals must be Emiratis.
- Each candidate’s job title must match their duties, except for the “Young Employee” category and the “Innovative Employee” category.
- Any employee who was nominated during the previous assessment cycle may not be nominated in the subsequent assessment cycle.
- In order for a government employee to be eligible for nomination for any Dubai Medals of Excellence categories they must be employed at grade 15 or equivalent, or lower, regardless of the job title.
- Employees who are at grade 16 may be nominated for the “Supervisory Employee”, “Administrative Employee”, “Specialized Employee”, and “Innovative Employee” categories without promotion in case they win.
- Nominees for the “Assistant Director General/CEO” category must be at grade 16 or equivalent, or higher, or must hold a leadership position (other than Director General).

## GENERAL RULES: DUBAI MEDALS OF EXCELLENCE PARTICIPATION AND ASSESSMENT

- Employees nominated for Dubai Medals of Excellence categories must have received the grade “Good” at least, in the last two years before the nomination.
- The “Young Employee” category includes all recently recruited employees (recent graduates) at the government entities, according to the following conditions:
  - The candidates must have completed a period of no less than six (6) months and no more than thirty-six (36) months of work at the concerned government entity.
  - The candidate’s total period of service at the government entity, along with other authorities, departments and establishments, should not exceed three years (without considering the national and reserve military service duration which falls during the said period).
  - The period since the candidate graduated from a university or an academic institution (first university degree) should not exceed five years. In case candidates resumed their higher education immediately without working in any job, a period of five years will be considered from the date of obtaining their higher education degree, provided that they are not older than 35 years.
- Should a candidate win more than once, they will be awarded a promotion for the first award only, provided that they are at grade 15 or lower.
- Candidates nominated for any category must have held their position for no less than two years.
- Department managers, section heads, and others in the same grade are not allowed to participate in any category other than the “Supervisory Employee” category, the “Innovative Employee” category, and the “Young Employee” category.

## SUBMISSION INSTRUCTIONS

- All submission templates (brief profiles) should be submitted online, in Arabic and English, by the authorized coordinators in each government entity through the updated electronic assessment management system which will be provided to the entities before the beginning of the assessment cycle.
- Dubai Government Excellence Program (DGEP) provides users, authorized by each government entity participating in the program, with a username and a password, upon the request and official authorization of the entity. DGEP also provides training and technical support in relation to the system.
- Through the electronic assessment management system, government entities can prepare, upload and submit participation applications. They can also amend and follow-up on applications, follow-up on interviews and site visits for various category nominations, in addition to receiving and viewing assessment reports for nominees and any correspondence, reminders or notifications related to DGEP, as well as benefiting from the reports related to the entity's participation in the current or previous assessment cycles.
- Government entities participating at the Basic level must complete the descriptions of capabilities and performance indicators (results) associated with each criterion of the Government Excellence System (GEM) in the electronic assessment system, as per the submission instructions listed in this manual.
- Government entities participating at the Excellence and Elite levels must complete the descriptions of performance indicators associated with each criterion of the Government Excellence System (GEM) (except for the Emiratization sub-criterion which must be completed for the descriptions of capabilities and performance indicators (results)) in the electronic assessment system, as per the submission instructions listed in this manual.
- Government entities participating at the Elite level are not required to submit any description of capabilities or performance indicators for the Elite Model's pillars. These pillars shall be assessed directly by the SME assessors without the need of any submission.
- It is obligatory to comply with the submission templates available in the electronic assessment system.

# SUBMISSION INSTRUCTIONS

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

Submission Sections (On the e-system)	Required Information	Format	Remarks
Introduction	Establishment Date	Date	Day / Month / Year
	Number of Employees	Number	Figures 10,000
	Entity Logo	Attachment	Image: JPG, etc. (5M)
	Establishment Decree in Arabic	Attachment	PDF (5M)
Overview	Vision in Arabic	Words	Unlimited
	Vision in English	Words	Unlimited
	Mission in Arabic	Words	Unlimited
	Mission in English	Words	Unlimited
	Strategic Plan in Arabic	Attachment	PDF (5M)
	Strategic Plan in English	Attachment	PDF (5M)
	Organizational Structure in Arabic	Attachment	PDF (5M)
	Organizational Structure in English	Attachment	PDF (5M)
Tasks	The Entity's Main Functions in Arabic (Each Function Separately)	Words	Unlimited
	The Entity's Main Functions in English (Each Function Separately)	Words	Unlimited
Strategic Goals	Strategic Goals in Arabic (Each Goal Separately)	Words	Unlimited
	Strategic Goals in English (Each Goal Separately)	Words	Unlimited

## SUBMISSION INSTRUCTIONS

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

Submission Sections (On the e-system)	Required Information	Format	Remarks
Work Environment	Strategic Customers in Arabic	Words	Unlimited
	Strategic Customers in English	Words	Unlimited
	Key Partners in Arabic	Words	Unlimited
	Key Partners in English	Words	Unlimited
	Key Suppliers in Arabic	Words	Unlimited
	Key Suppliers in English	Words	Unlimited
Location of Headquarters / Branch / Service Center	The Center's Name (all centers; each center separately) in Arabic	Words	Unlimited
	The Center's Name (all centers; each center separately) in English	Words	Unlimited
	Address of Service Center / Premises (Google Maps Location)	Words	Unlimited
	Physical Address of Service Center / Premises (Area, Street, Building, Floor, Room) in Arabic	Words	Unlimited
	Physical Address of Service Center / Premises (Area, Street, Building, Floor, Room) in English	Words	Unlimited
	Makani Number of Service Center / Premises	Numbers	Unlimited
Websites and Applications	Website Name	Words	Unlimited
	Website Link	Words	Unlimited
	Website Type (Entity's Website, Twitter, Facebook, LinkedIn)	Words	Unlimited
	Smart Application Name in Arabic	Words	Unlimited
	Smart Application Name in English	Words	Unlimited
	Smart Application Link	Words	Unlimited

## SUBMISSION INSTRUCTIONS

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

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

Submission Sections (On the e-system)	Required Information	Format	Remarks
Capabilities	Capability Name in Arabic	Words	20 Words (30 Capabilities for each sub-criterion)
	Capability Name in English	Words	20 Words (30 Capabilities for each sub-criterion)
	Capability Description in Arabic	Words	120 Words
	Capability Description in English	Words	120 Words
GEM Indicators	Indicator Name in Arabic	Words	
	Indicator Name in English	Words	
	Indicator Code	Words	
	Performance Indicator Type	Select*	Operational – Strategic
	Performance Indicator Direction	Select*	Increase is preferable – Decrease is preferable – Stable
	Measurement Unit	Select*	Number – Percentage...
	Measurement Cycle	Select*	Quarterly – Biannual – Annual – Every 2 Years – Every 3 Years – Every 4 Years
	* Select from the list provided in the Remarks column in the e-system.		

## SUBMISSION INSTRUCTIONS

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

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

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

## SUBMISSION INSTRUCTIONS

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

Submission Sections (On the e-system)	Required Information	Format	Remarks
<b>Contact Details of the Government Excellence Model</b>	Main Coordinator's Full Name in Arabic	Words	
	Main Coordinator's Full Name in English	Words	
	Main Coordinator's Job Title in Arabic	Words	
	Main Coordinator's Job Title in English	Words	
	Main Coordinator's Mobile Phone Number	Number	14 Digit Number
	Main Coordinator's E-mail Address	Words	

## SUBMISSION INSTRUCTIONS

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

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

## SUBMISSION INSTRUCTIONS

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

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

## SUBMISSION INSTRUCTIONS

### Submission information required for the categories of Dubai Excellence Medals:

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

## SUBMISSION INSTRUCTIONS

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

Submission Sections (On the e-system)	Required Information	Format	Remarks
Submission	Summary of Key Achievements (200 Words max.)	Words	200 Words
	Candidate's Resume	Attachment	PDF (5M)
	Total Years of Experience	Number	2 Digit Number
	Years of Experience at Current Entity	Number	2 Digit Number
	Job Grade	Number and Words	
	Birth Date	Date	Day / Month / Year
	Nationality	Words	Unlimited
	Coordinator's Full Name	Words	Unlimited
	Coordinator's Job Title	Words	Unlimited
	Coordinator's Mobile Phone Number	Number	14 Digit Number
	Coordinator's E-mail Address	Words	Unlimited
	Site Visit Location	Words	Unlimited
	Is security approval required for site visits?	Select "Yes" or "No"	
	If the site requires security approval, attach a security clearance form	Attachment	PDF (5M)
	Annual assessment results for the previous two years	Number	

## DEFINITIONS AND TERMINOLOGY

<b>Innovation</b>	Improving, developing, or introducing unprecedented solutions to services, products, policies, systems, and work models that provide added value to the relevant stakeholders of the government entity and enables it to achieve organizational entrepreneurship and leadership.
<b>Radical (Disruptive) Innovation</b>	Introducing and fundamentally developing unprecedented processes, systems, work models, services, policies, and (products) within the government entity that create a significant impact and a qualitative leap in the field of work or in the government sector as a whole; thus, completely changing the original concept of performing the work or delivering the service, or entirely creating new fields and value-added areas for customers and other stakeholders, or in performing the government entity's functions
<b>Partial Innovation (Incremental)</b>	Improving, developing, or introducing unprecedented solutions to services, products, policies, systems, and work models through gradual or partial (targeted) continuous development activities that have limited positive impact and added value for customers and the other stakeholders in a specific field of work.
<b>Data Management</b>	Organizing and following-up on the activities and processes related to understanding, identifying, collecting and classifying data from internal or external sources; ensuring its validity, reliability and confidentiality; analyzing it in appropriate ways; making the best use of it; and providing it in a timely manner to be used in enabling decision-making processes, continuous learning and innovation at all levels in the government entity.
<b>Change Management</b>	A systematic and organized process which aims at managing and facilitating changes within the entity. The process involves planning and implementing changes effectively to ensure that individuals and teams within the entity can adapt successfully to new changes. Change management aims at reducing resistance, promoting acceptance, and achieving positive results associated with the changes implemented for development and improvement purposes.
<b>Good Transformational Leadership</b>	The leading government entity is characterized by positive, inspiring and motivating leadership that embraces innovation, development, and modernization; shapes the future and fosters organizational readiness for all possible scenarios; as well as adopts successful business models in order to achieve ambitious goals and desired results, and to enhance its competitiveness-related capabilities and its global ranking.

## DEFINITIONS AND TERMINOLOGY

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

## DEFINITIONS AND TERMINOLOGY

<b>Work Systems</b>	The set of documented regulations, laws, decisions, orders, instructions, and policies that guide and define the procedures, standards, and steps to be taken in order to achieve a specific objective.
<b>Data</b>	Primary material of numbers, letters, symbols, or facts describing a subject, an idea, or a situation.
<b>Big Data</b>	Data available on the Internet or from any of the various available digital sources or platforms. This data is mainly characterized by its large volume, speed of generation, volatility, and variable structure and level of reliability. The leading government entities find appropriate ways to study, analyze, and link this data in order to achieve many benefits, such as identifying the behaviors, needs and preferences of customers as well as improving their experience by designing services that add value to them, improving current services, developing policies, or improving future-shaping-related operations or activities.
<b>Open Data</b>	The (non-confidential) data that is provided by the government entity, according to the laws and regulations in force, for the public or the rest of the stakeholders in order to promote transparency and government social responsibility as well as to achieve many development goals, such as joint innovation and improvement of services and processes.
<b>Analysis</b>	Examination of facts and data collected within the government entity in order to take good and effective decisions. The analysis covers the study of relationships and the identification of causes.
<b>Customer's Life Experiences</b>	Major events or milestones in people's lives (e.g. marriage, childbirth, home purchase, and retirement) during which they require a range of event-related services from service providers in the government and/or private sectors; thus, requiring service providers to design and deliver integrated customer-centric services to enhance their experiences and achieve their happiness during these important stages of their lives.
<b>Strategic Planning</b>	A process that ensures the visualization of the desired future of the government entity by developing its vision, mission, strategies, and specific objectives, while defining ways of achieving them based on the current situation.

## DEFINITIONS AND TERMINOLOGY

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

## DEFINITIONS AND TERMINOLOGY

<b>Digital Enablement</b>	Adoption and optimal utilization of technology and appropriate digital infrastructure in order to enhance the customers' experience, add value to them, increase the efficiency, effectiveness, flexibility of operations and services, as well as the speed of their implementation in all areas of government operation. This includes developing human capital capabilities and upskilling them (or customers and the rest of the stakeholders when necessary) for the proper use of this digital technology.
<b>Excellence</b>	Achieving leadership and outstanding position in the performance, organizational results and the efficient and effective service delivery satisfying the needs and expectations of the government entity's customers and other stakeholders through approaches and work systems that ensure continuous improvement in all aspects of performance.
<b>Future Readiness</b>	Anticipating the nature and importance of future developments and trends (social, economic, technological, and others), analyzing the impact of those developments in areas related to the entity's work, as well as establishing future models and seizing opportunities, while ensuring strategic and practical flexibility that will positively influence its operations, services, and policies in achieving happiness for stakeholders and society.
<b>Government Entity</b>	An autonomous legal entity that has certain exclusive specializations or activities of a service or supervisory nature, such as a department, authority, foundation, directorate, council or office, and is affiliated to Dubai government.
<b>Digital Government</b>	A metaphor that symbolizes the commitment of government entities to accomplish work, carry out communications, and provide services through modern technology (such as tablets, smartphones, the internet, kiosks, robots, and drones) in a way that reinforces the efficiency of internal operations and ensures the continuous provision of services that do not require customers to visit service centers.

## DEFINITIONS AND TERMINOLOGY

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

## DEFINITIONS AND TERMINOLOGY

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

## DEFINITIONS AND TERMINOLOGY

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

## DEFINITIONS AND TERMINOLOGY

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

## DEFINITIONS AND TERMINOLOGY

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

## DEFINITIONS AND TERMINOLOGY

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



# ASSESSMENT CYCLE MANUAL

## 2026

Contact us

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