Achieving performance excellence through benchmarking and organisational learning

13 case studies from the 1st cycle of Dubai We Learn's Excellence Makers Program

Towards a shared organisational learning culture

This book is a joint publication by the Dubai Government Excellence Program (DGEP), United Arab Emirates, and its partner the Centre for Organisational Excellence Research (COER) Limited, New Zealand.

This book aims to promote organisational learning and to share the best practices that resulted from 13 benchmarking projects. These projects were undertaken by Dubai Government entities as part of the Dubai We Learn Initiative from 2015 to 2016.

DGEP is a comprehensive program established under the patronage and support of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai. The program is the driving force behind the development of the government sector in Dubai, enabling it to provide distinctive and exceptional services to all of Dubai's citizens and visitors.

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Foreword

This book presents a summary of the Excellence Makers Program which was one of the Dubai We Learn programs.

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

This book presents a summary of the Excellence Makers Program which was one of the Dubai We Learn programs. The Excellence Makers Program runs on a one year cycle offering the chance for project teams to be guided on how to find and implement best practices in areas of strategic priority. For 2015 to 2016, 13 government entities participated with teams addressing a variety of improvement challenges ranging from the organisationally simple to the technically complex. During the project year, the project teams all had opportunities to visit and learn from leading international organisations in locations as diverse as Australia, Bahrain, China, Ireland, Singapore, South Korea, USA, UK and the UAE. They also had opportunities to share their progress with other teams and at international conferences.

The success of the projects and the new abilities of the teams provide a strong basis for future improvement projects in the 13 government entities as well as across the whole of Dubai government. In conclusion, the government entities that participated in the project have shown the commitment and ability to be anchors for the future development of public services in Dubai.

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Dr Ahmad Nuseirat, General Coordinator, DGEP.

Introduction

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

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

The initiative was planned for a minimum of three years and consists of three parts (refer to Figure 1.1); a one-year cycle of support for government benchmarking projects (available to 13 government projects) called the Excellence Makers Program, training in organisational learning and benchmarking (available to all 37 government entities), and the provision of a best practice resource, www.dgep.bpir.com, (available to all 37 government entities).

Promote a culture of organizational learning and the transfer and exchange of knowledge in the government sector in Dubai

Improve government performance and the application of best practices to promote creativity and innovation and improve the satisfaction and happiness of all stakeholders.

Human resources training and capacity building, according to the latest global methods and tools in the field of organizational learning and knowledge sharing

Enhance Dubai's image as an international hub in the area of government administration, excellence, creativity and organizational learning and knowledge sharing.

DUBAI WE LEARN

01 EXCELLENCE MAKERS PROGRAM

Benchmarking projects for 13 government entities

02 ORGANISATIONAL LEARNING - TRADE TRAINING

Available for all government entities

03 BEST PRACTICE RESOURCE

Available for all government entities

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

The Dubai We Learn Initiative

The importance of benchmarking for government

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

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

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

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

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

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

In addition, to citizen-driven demands, governments are having to cope with environmental and climatic issues, increasing energy costs, changing demographics and the liberalization of trade. These changes require a focus on effectiveness, efficiency, and innovation as a priority. There is now an expectation that achieving "value for money" in the public sector is business as usual and not an exception or a one-off objective.

To assist governments in their improvement drive more and more benchmark data has become available. Whilst this data is useful for comparison purposes it also serves to make governments more accountable as citizens can see how their country performs in comparison to others. Examples of international metrics that are avidly monitored by governments include; the comparison of School systems (provided by PISA), National Innovation Index (provided by INSEAD and other partners), Global Competitiveness Report (provided by the World Economic Forum, Ease of Doing Business (provided by the World Bank,), Government Effectiveness (provided by the World Bank), Transparency and Accountability (provided by Transparency International), Global Energy Architecture Performance (provided by World Economic Forum), Gender Inequality Index (provided by United Nations Development Program) and World Health Statistics (provided by the World Health Organisation)

For all the above reasons, benchmarking and organizational learning is seen as a necessity by forward thinking governments. Benchmarking has been embraced by the Dubai government for many years but "Dubai We Learn" aims to accelerate the learning and make it more systematic and impactful.

When considering "what is benchmarking" it is important to understand that benchmarking is much more than performance

comparison. Benchmarking is a change management approach that sparks and enables innovation. Benchmarking provides solutions and not just comparisons. Benchmarking is "learning through the experience of others'. It includes the process of identifying, adapting, and implementing high performing practices to produce superior performance results.

Excellence Makers Program

The Excellence Makers Program consisted of Benchmarking training (using the TRADE Methodology), research and facilitation support for 13 benchmarking project teams. Each project team was based in a different government entity and the foci of the benchmarking project were chosen to reflect the priorities of the different entities. In effect, the projects would enable fast-tracking of the transformation of key government processes or services by learning from best practices around the world while simultaneously developing the capacity of employees in government entities to use benchmarking as a tool for improvement.

In preparation for starting the benchmarking projects, all government entities were requested to tender potential projects and teams for consideration by the DGEP and COER. The project teams would comprise of between 4 and 8 members and would be expected to spend a proportion of their work time on the benchmarking project. The time spent on the project would vary by team and by member but would typically range between half a day and a full day per person per week. Each project would also have a project sponsor who would typically be a senior executive or director and who would take overall responsibility for the project. While the sponsor would not be expected to be a member of the team, they would ensure that the project teams had the necessary time and resources required to complete their projects.

A total of 36 projects were tendered for consideration to be part of the program and 13 of these were selected for participation. The projects were selected based on their

Figure 1.2 Participants at the TRADE Training Workshop held in Dubai on 6-8 October 2015

potential benefits to the government entity, the government and the citizens/residents of Dubai Emirate. The commitment of the government entities, including their mandatory presence at all program events, was also a consideration in the selection of projects for participation in the program.

The one-year projects commenced in October 2015. The support services provided by COER to enable the work of the benchmarking teams were as follows:

- A three-day training workshop on the TRADE Best Practice Benchmarking methodology. This was to ensure that the benchmarking teams were fully appraised of the tools and methodology required for benchmarking. Figure 1.2 shows participants at the TRADE training workshop which was held on 6 – 8 October 2015.

- A full set of training materials in Arabic and English, including benchmarking manual and TRADE project management system. This would serve as reference material during the one-year project as well as future projects.

- Access to the best practice resource, www.dgep.bpir.com, for all participants. BPIR.com provides an on-demand resource for desktop research of best practices around the world.

- Centralised tracking and analysis of all projects with each team submitting bi-monthly progress reports and their TRADE project management spreadsheet for review.

- Desktop research to identify best practices and potential benchmarking partners was conducted for each benchmarking team to supplement their own search for best practices.

- Three Progress Sharing Days were held at which each project team gave a presentation on their progress to-date. This was an opportunity for sharing and learning between teams and an opportunity for the teams to receive expert feedback. Figure 1.3 shows a photograph from the first Progress Sharing Day.

The Dubai We Learn Initiative

- Face to face meetings with the project teams were scheduled for the week before or after the Progress Sharing Days. This enabled COER's team to have a detailed understanding of project progress and provide advice and support as necessary.

- Two meetings were held to provide added assistance and learning specifically for the team leaders and benchmarking facilitators of each team.

- All teams were required to submit a benchmarking report and deliver a final presentation on their project. These were assessed by an expert panel using the recognition system provided by the TRADE Benchmarking Certification Scheme.

Figure 1.3 Participants at the 1st Progress Sharing Day on 9 November 2015

TRADE Best Practice Benchmarking

Benchmarking should not be seen as a one-way exchange of information.

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

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

Structure of the TRADE Benchmarking Methodology

The TRADE Methodology consists of 5 stages with each stage made up of between 4 and 9 steps. These are presented in Figure 2.1 and the five main stages are described below.

Terms of Reference
Plan the project

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

Research
Research current state

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

Acquire
Acquire best practices

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

Deploy
Communicate & implement best practices

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

Evaluate
Evaluate the benchmarking process & outcomes

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

Figure 2.1 TRADE Benchmarking stages and steps.

TRADE Best Practice Benchmarking

The five main stages of the TRADE methodology are:

1. Terms of Reference – plan the project
The first stage is to plan the project. This stage involves forming a project team and obtaining the support of a project sponsor and developing the Terms of Reference (TOR). The Terms of Reference, see Figure 2.2, provides the foundation for a successful project and should include a clear aim, scope, expected benefits, resources required, expected time-line and

identification of stakeholders with a clear communication plan to ensure that the stakeholders are engaged in the project from start to finish.

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

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

Figure 2.2 A snapshot of part of a Terms of Reference Form

In carrying out benchmarking visits, it is important that teams adhere to a Benchmarking Code of Conduct.

2. Research current state

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

This stage seeks the views and obtains data from the various stakeholders (such as internal customers or suppliers and process owners or external customers or suppliers or the community at large) that are being impacted by the process. Surveys, structured interviews, focus groups, self-assessments, Ishikawa diagrams, process mapping, and brainstorming are used to obtain and evaluate the information obtained. Often as a result of conducting the Research stage refinements to the TOR are made.

3. Acquire best practices

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

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

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

4. Deploy – communicate and implement best practices

This stage involves communicating the team's recommendations to the project sponsor and relevant stakeholders, deciding what should be changed with the current practice or process and implementing the changes. This stage involves adapting the best practices to fit the organisation's profile and may involve piloting the change before full deployment.

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

KNOWLEDGE, EXPERIENCE AND CREATIVITY + BEST PRACTICES = INNOVATION NEXT PRACTICES

Figure 2.3 Benchmarking provides a winning formula for innovation

TRADE Best Practice Benchmarking

Steps	Tasks (what do you need to do to complete the step?)		Person(s) undertaking task?	Expected man hours involved?	Expected Costs			Person that ensures task is completed	Planned Start Date	Planned Finish Date	
					Labour	Expenses	Capital				
1.1 Determine area of focus for benchmarking project	Meeting to discuss Dubai We Learn Initiative and which project to nominate and why		Tareq Al Janahi Ramla Al Wahedi Hussein Al Sayed Khalid Al Zain Ahmed Al Juwaidi Motaz Billah Ammar Naeema Abdulla	7	1960	0	0	Naeema Abdulla	25/10/2015	5/11/15	
1.2 Develop project brief											
1.3 Form project team											
1.4 Train project team											
1.5 Understand benchmarking code of conduct											
1.6 Prepare Terms of Reference (TOR)											
1.7 Develop documentation system											
1.8 Review project progress and TOR											
1.9 Obtain approval to start the next stage of TRADE											
TOTALS											

FISHBONE DIAGRAM

Dubai Statistics Center

Categories: Management, Man, Method, Measurement, Money, Knowledge

- Management:
  - Undefined Innovation Guidelines or Standards
  - Unclear Strategy for Local Gov Entities
  - Undefined High Level Innovation Methodolgy
- Man:
  - Unaligned Trainings in Innovation Management
  - Lack of Experience in Innovation Management
- Method:
  - Poor Implementation of Knowledge Collection System
  - (Idea Management) Errors in eSuggest & eComplains Systems
  - Lack of Innovation Benchmarking Partners Locally
- Measurement:
  - Undefined Innovation KPIs
  - Unstandarized Assessment & Measurement Criteria
- Money:
  - High Cost of Consultants
  - Budget Limitation
- Knowledge:
  - Lack of Information Availability/ Sources
  - Lack of Experience in Innovation Management

Effect: **Unavailability of Innovation Management Strategy**

PERFORMANCE MEASURES RECORD (PMR)

Dubai Statistics Center

Name of measure	Score of Innovation Management Maturity Level
Type of measure	PI (Performance Indicator)
Purpose	Measure DSC's Performance in Innovation Management Process
Relates to	Raising performance level of Innovation Management Process in DSC
Benchmark	Level (4) (195 - 210)
Target	Reach Level (2) (105 - 149) by 2016, Level (3) (150 - 194) by 2017 and (195 - 210) by 2018
Current performance	Level (1) (Result: 92) (90 - 104)
Formula	Total rating score of Innovation Process Management Self-assessment
Frequency	Measured twice (Start & End of the Project)
Who measures?	Creativity & Innovation Unit Head
Source of data	Corrective Actions & Project Progress Reports
Who acts on the data?	Director of Strategy & Corporate Excellence Office
What do they do?	* Identify gaps and raise correcive actions to Project Sponsor * Raise quick wins action plan to Project Sponsor

PARTNER SELECTION TABLE 1 (PST1) - SIMPLE VERSION

Dubai Statistics Center

"Best Practice" Selection Criteria (What best practices or performance level do your benchmarking partners need to have in order for you to want to learn from them?)	Rationale for "Best Practice" Selection Criteria (Why is this criteria important?)	Names of organisations to consider as potential partners	Proposed method to learn site visit, internet research
DGEP Winners (Adoption of Innovation and Creativity) 2013 & 2014 & 2015	Implemented DGEP criteria which is applicable on DSC	Roads & Transport Authority - RTA Dubai Police Dubai Corporation For Ambulance Services	Survey/Site Visit Survey/Site Visit
Establish Innovation Strategy / Frame Work on UAE Level	Strategy & Framework align with Federal & Government entities innovation strategy	Mohammed Bin Rashid Center for Government Innovation (MBRCGI) Cambridge University NESTA	Survey/Site Visit Survey/Email Survey/Email
Innovation Awards/Accreditations	Pioneer in implementing innovation process	IBM (Innovation Award) NSAI (National Standards Authority of Ireland) The Office of H.H The Crown Prince of Dubai Dubai Customs	Internet Research/Email Internet Research Survey/Phone/Site Visit Survey/Phone/Site Visit

Figure 2.4 Examples of TRADE worksheets used for guiding benchmarking projects

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Figure 2.5 Progress of the benchmarking teams through the TRADE Methodology stages after 7 months

5. Evaluate – evaluate the benchmarking process and outcomes

This stage is designed to make sure the project has delivered the expected benefits that were outlined in the Terms of Reference. It involves undertaking a cost and benefits analysis and a general review of how well the process is performing.

If the expected benefits are not being realised an investigation needs to occur to find out why not and may require further learning from the benchmarking partners. A project is usually only closed once the aim and objectives of the project have been achieved.

This stage brings the benchmarking cycle to an end. Typically, benchmarking teams will take the lessons from a completed benchmarking project to the next project, and thereby improve their knowledge and skills in the application of benchmarking.

The TRADE Project Management System

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

Figure 2.4 shows some of the worksheets used to guide the benchmarking projects. As all the projects were using the TRADE worksheets it became very easy for COER and DGEP to follow their progress and provide advice as necessary. For instance, Figure 2.5 shows the progress made by each of the benchmarking teams through the TRADE Methodology stages after 7 months of the program.

TRADE Best Practice Benchmarking

TRADE Certification Levels

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

On completion of a benchmarking project, a benchmarking report and supporting documentation such as the TRADE Spreadsheet can be submitted to COER for assessment. If the project receives an assessment grade of 3-4 stars or higher the proficiency level (silver level) is conferred. Further successful benchmarking projects provide a basis for certification at the highest level – Gold, which denotes mastery of benchmarking.

For the 'Dubai We Learn' initiative over 70 staff in Dubai government entities were trained to TRADE Bronze Level and all projects were completed at a minimum of 3 to 4 star level therefore achieving benchmarking proficiency (Silver Level). In the long-term it is expected that many of these staff will achieve the highest level of benchmarking certification – benchmarking mastery (Gold Level). These highly trained individuals will be expected to lead the introduction of structures and approaches that foster a culture of best practice learning and deliver citizen-centric services in Dubai. As part of training for TRADE certification, the staff also have a portfolio of training material and resources that they can refer to in future.

TRADE Benchmarking Certification Levels	Logo Mark
TRADE Benchmarking Trained Certificate (BRONZE) Awarded to all those that have been trained at a TRADE Benchmarking Workshop	
TRADE Benchmarking Proficiency Certificate (SILVER) Awarded to TRADE trained individuals that have undertaken a TRADE benchmarking project and demonstrated benchmarking proficiency. Submissions are graded using a star system as shown below in Table 1: **Table 1 – Assessment grades and certificate awarded**	

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

TRADE Benchmarking Mastery Certificate (GOLD) Awarded to individuals that have undertaken and/or facilitated two benchmarking projects that have achieved TRADE Benchmarking Proficiency or higher with at least one project receiving a Commendation grade.	

Figure 2.6 TRADE Benchmarking Certification Levels

The Benchmarking Projects

13 benchmarking projects were selected to participate in the Excellence Makers Program.

Government Entity	Project title	Aim of the project
Dubai Corporation for Ambulance Services	Development of Emirati Paramedic's Leaders	To identify and implement best practices in Paramedic training and practices to reduce patient mortality/morbidity rates, increase recovery rates, and reduce the reliance on hospital intervention by 2020.
Dubai Courts	Personal Status Smart Certifications Services	To transform Personal Status Certification issuing services (such as civil transactions like marriage and divorce) from traditional counter services to smart services (providing an integrated technology based solution) whilst achieving superior levels of customer satisfaction.
Dubai Culture	Developing National Human Resources for Museums	To provide the growing sector of museums in Dubai, with professional human resources in the different fields of museology and to improve the current performance of National human resources to world class standards.
Dubai Electricity & Water Authority	Shams Dubai Initiative - Increasing customer awareness and engagement	To increase customer awareness and engagement with Shams Dubai initiative, improve marketing efforts, build effective conversations, create brand advocates and increase Dubai based customer uptake of solar projects.
Dubai Land Department	Towards Happy employees	To identify and implement best practices that result in world-class employee happiness levels with a particular emphasis in reducing employee turnover and increasing employee engagement.
Dubai Municipality	Improving Purchase Procedures and Channels	To identify and implement best practices in purchasing to increase purchase requisitions processed within a target of 20 days from 74% to 85% with an emphasis on increasing "bids awarded in time".
Dubai Police	Integrated Knowledge Management	To move the concept of Knowledge-dissemination into a constant and comprehensive practice according to clearly defined metrics.
Dubai Statistics Center (DSC)	Innovative Statistics	To identify best practices in Innovation to enable DSC to develop and implement a strategy for innovation to improve its process and services.

Table 3.1 Summary of the 13 benchmarking projects

The Benchmarking Projects

Government Entity	Project title	Aim of the project
General Directorate of Residency & Foreigners Affairs Dubai	Developing a World-Class Smart- based Technical Departure Process	To identify and implement best practices in airport departure processes to reduce the processing time at the passport control checkpoint to less than an average of 30 seconds per passenger.
Knowledge & Human Development Authority	People Happiness	To identify and implement best practices related to people happiness to increase their happiness, work-life balance and well-being. (KHDA are currently in the top 15% of organisations for employee happiness based on an independent international measure and aim to be in top 10%)
Mohamed Bin Rashid Enterprise for Housing	Improving Customer Experience	To reduce the number of service counter visits by customers at MRHE by providing attractive alternative methods to serve customers (such as through Smart Applications, Smart Channels) and reducing the need for repeat visits.
Public Prosecution	Judicial Knowledge Management	To identify and implement best practices in the transfer of Judicial Knowledge to all prosecutors, relevant staff and stakeholders.
Road and Transport Authority	RTA's Knowledge Repository Gateway	To identify and implement best practices in Knowledge Management and how to encourage knowledge sharing among related stakeholders; employees, partners in addition to vendors and suppliers that will enhance /enrich the organization memory and learning process.

Table 3.1 Summary of the 13 benchmarking projects

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

Dubai Corporation For Ambulance Services
Developing A New Generation of Emirati Paramedic Leaders

The DCAS project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate with Commendation (5 to 6 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.
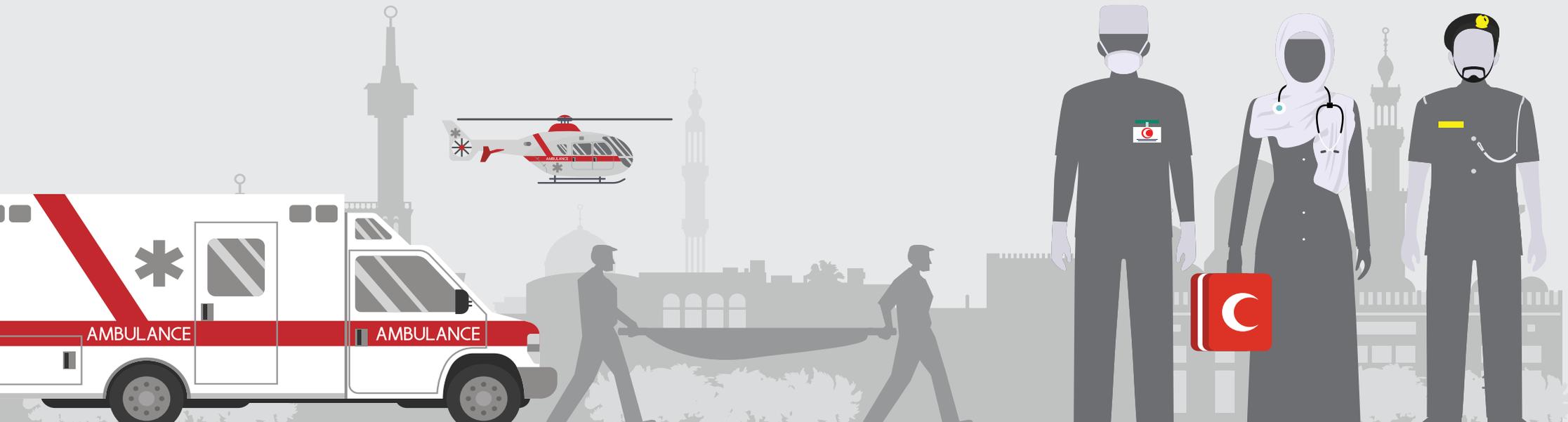
Dubai Corporation For Ambulance Services
Developing A New Generation of Emirati Paramedic Leaders

The aim was to identify and implement best practices in paramedic training and practices to reduce patient mortality/morbidity rates, increase recovery rates, and reduce the reliance on hospital intervention by 2020.

Figure 4.1 – DCAS Benchmarking team and their international partners

Terms of Reference – Plan the Project

Background

While paramedic services have been expanding rapidly in Dubai, they are still in the early stages of maturity when compared with the services available in many developed countries. The Dubai Corporation for Ambulance Services (DCAS) has traditionally been dependent on an expatriate workforce of medics that are skilled to emergency medical technician and paramedic backgrounds. At the beginning of this project, DCAS did not provide advanced paramedic services which offer a more sophisticated level of patient care, with more intense patient assessment and a far greater range of advanced patient care interventions and drug therapies. Clearly, the citizens, residents and visitors of Dubai Emirate will benefit greatly if DCAS can institute advanced paramedic services.

The potentially important role that these services can play in the preparation for and hosting of World Expo 2020 cannot be overstated. In the lead up to World Expo 2020, Dubai will continue to experience high growth. To meet that demand and to provide world class paramedic services, DCAS will need to increase both the numbers and skills levels of its workforce. At the start of this project in 2015, DCAS had 740 medics and paramedics, of which 47 are Emiratis (6.3%). Of key concern was the challenge to recruit skilled Emiratis as they have many alternative and attractive opportunities for employment in other government entities and in the private sector. The introduction of the advanced paramedic cadre was envisaged to not only provide a higher level of patient care, but provide a greater professional incentive to attract Emiratis into the profession as it will provide an attractive career pathway. The long term objective is to train 100 advanced paramedics by 2021.

One of the challenges with the development of an advanced paramedic cadre was the lack of a university-based program for advanced paramedic training in Dubai. To address this gap in skills provision, DCAS investigated various options and ultimately decided to create a training programme of its own.

Project Aim and Scope

The project's aim was "To identify and implement best practices in paramedic training and practices to reduce patient mortality/morbidity rates, increase recovery rates, and reduce the reliance on hospital intervention by 2020".

DCAS set out a target to deliver a tertiary education program to produce Emirati advanced paramedics that meets international best practice standards by 2017. In the initial phase, the program would be open to Emiratis who have graduated from the legacy paramedic program and are currently employed as paramedics in Dubai. The proposed program was a pioneering project not only for Dubai but for the whole Gulf region.

To facilitate the development of a program based on international best practice, a benchmarking team was instituted to take responsibility for identifying such practices and developing an Emirati- focused program. The DCAS team is shown in Figure 4.1.

Research – Research current state

The DCAS team undertook considerable work to verify the need for the project and refine the TOR and followed this up with desktop investigations of curricula for advanced paramedic training and associated factors such as patient outcomes, financial benefits and career pathways. Initial research identified the need to offer advanced paramedic services and move away from solely having an expatriate workforce of medics that are skilled to an emergency medical technician and paramedic level.

Acquire – Acquire best practices

The team identified international providers of advanced paramedic training and carried out 3 site visits to international organisations. These were to the Pre-Hospital Emergency Care Council (Ireland), Monash University (Australia) and Edith Cowan University (Australia). In total through site visits, telephone calls and internet research the team recorded over 30 best practices or improvement ideas for potential implementation.

Deploy – Communicate and implement best practices

Based on the desktop investigations and site visits a series of iterative curriculum drafts were developed and the final draft was approved by the United Arab Emirates Ministry of Education (MOE), and Commission of Academic Accreditation (CAA). The program was developed based on the blended learning principle of combining theoretical class-based training with practical field clinical training. The team also proposed a career path framework based on the acquisition of advanced paramedic skills (Figure 4.2). The team learnt through their benchmarking visits that providing clear career paths, with different career options, would help to attract and retain paramedic staff.

Following development of the curriculum and framework, selection of the first batch of students was carried out and program enrolment and training began (Figure 4.3).

Figure 4.3 The advanced paramedic training program begins
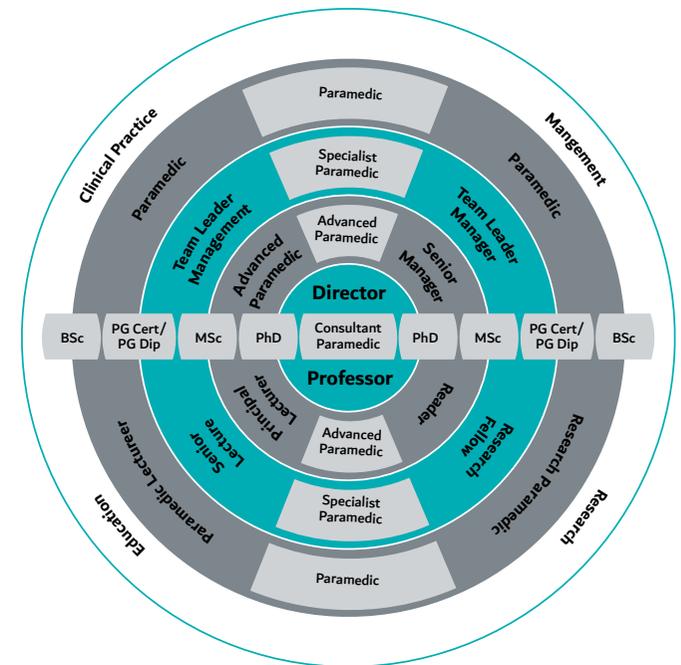
Figure 4.2 Proposed paramedic career path based on the Paramedic College UK's framework

Dubai Corporation For Ambulance Services
Developing A New Generation of Emirati Paramedic Leaders

Evaluate – Evaluate the benchmarking process and outcomes

Within the one year of Dubai We Learn, the DCAS team had successfully understood and applied benchmarking tools to launch the first training course for advanced paramedics in the region. This was a major achievement. The first students are already receiving training and from 2017, their skills will be deployed to helping to save lives in Dubai. Apart from the improved clinical competencies of the DCAS staff and the new career path developed, the project has led to a fundamental change in the organisational learning culture.

Financially, DCAS will save significant amounts of money by using in-house trainers for the advanced paramedic program while reducing clinical costs per patient. For example, successful advanced paramedic care to a heart attack patient can save 58000 AED and it is expected that survival rates for cardiac arrest patients will increase from 4% to 20% as a result of the skills of advanced paramedics. Furthermore, the higher level of care provided enables DCAS to claim an extra 45 million AED per annum from health insurance companies.

DCAS' success has been shared at local and international conferences including the Dubai International Ambulance Conference and Global Benchmarking Conference (Figure 4.4).

In addition, a related benefit of DCAS' involvement in Dubai We Learn was that they were encouraged to participate in the 4th International Best Practice Competition in 2015 as a result of their innovative work in maternity and childcare where female patients are treated and transferred to hospitals by solely female medics and ambulance drivers to make them feel more comfortable. For this best practice they won the competition (Figure 4.5).

A summary of the project achievements of DCAS is shown in Figure 4.6:

Figure 4.4 Dr. Omer Al Sakaf, Dr. Tanveer Ahmed Yadgir and Asma Zainal of DCAS discussing their project with benchmarking experts at the Global Benchmarking Conference

Figure 4.5 DCAS winner of the 4th International Best Practice Competition

TERMS OF REFERENCE

Aim: To identify and implement best practices in paramedic training and practices to reduce patient mortality/ morbidity rates, increase recovery rates, and reduce the reliance on hospital intervention by 2020

RESEARCH

Initial research: Initial research identified the need to offer advanced paramedic services and move away from solely having an expatriate workforce of medics that are skilled to an Emergency Medical Technician and paramedic level. Advanced paramedics offer a higher level of patient care, with more intense patient assessment and a far greater range of patient care interventions and drug therapies. Its introduction will provide a career path for paramedics and is likely to attract more Emiratis into this profession. This service needs to be well established prior to World Expo 2020 and have 100 advanced paramedics by 2021. Currently DCAS has 740 medics and paramedics, of which 47 are Emiratis (6.3%).

ACQUIRE

Methods of learning: Desk-top research (minimum of 21 practices reviewed), Site Visits, Phone Calls.
Number of site visits: 3
Number of organisations interviewed (by site visit or phone calls): 3
Names of organisations interviewed (site visit or phone calls) and countries: PHECC (Ireland), Monash University (Australia), Edith Cowan University (Australia)
Number of best practices/improvement ideas identified: more than 30
Number of best practices/improvements ideas recommended for implementation: 5

DEPLOY

Number of best practices/improvements approved for implementation: 5
Description of key best practices/improvements approved for implementation:
• Development of an Advanced Paramedic curriculum
• Development of career paths for paramedics

EVALUATE

Key achievement: Development of an Advanced Paramedic Training Course, approval by the UAE National Qualification Authority and Ministry of Education Authority, recruitment of 20 students and launch of the training course. This will result in better health outcomes for emergency patients with an increase in survival rates from 4% to 20% for out of hospital cardiac arrests, a reduction in patients requiring hospitalisation, and an increase in revenue from insurance claims by 45 million AED per year.

Non-financial benefits achieved within one year and expected future benefits:
• The first curriculum for advanced paramedics in the gulf region (leading to recognition for DCAS and increased awareness of this issue)
• Development of career paths for paramedics will help to attract and retain people within the workforce
• Launch of Advanced Paramedic Training Course in 2016 with an expectation of 100 advanced paramedics by 2021.
• Future improvements in health care and outcomes for patients (for example, an increase in survival rates from 4% to 20% for out of hospital cardiac arrests is expected)
• Reduced number of patients taken to hospital as they are treated on site with advanced levels of care.
• Reduced overcrowding at Emergency Department by referring patients to primary healthcare clinics
• Patient and community satisfaction will increase by having an advanced level of care on the road

Financial benefits achieved within one year and expected future benefits:
• DCAS can claim higher fees from medical insurance companies with the provision of advanced levels of treatment. With "Advanced Level Service (1 & 2)" expected claims from medical insurance as per yearly workload will increase from 29 to 74 Million AED (45 Million AED more than the current level).
• DCAS will reduce the mortality and morbidity of patients, and reduce the number of patients going to hospital (reducing the burden on hospitals). For example, if there is an out of hospital cardiac arrest and the life can be saved without the need for an extended stay in hospital there is a saving of 58000 AED yearly (calculated by the cost per Disability Adjusted Life Year (DALY) averted). At present DCAS are saving 4% of lives, this is likely to increase to 20% survival rate and a saving cost of 1 to 5 million for Dubai.
• DCAS advanced paramedics will be able to train advanced paramedics rather than using international tutors saving approximately 200,000 AED yearly per tutor.

Status of project					
	Terms of Reference	**Research**	**Acquire**	**Deploy**	**Evaluate**
Start:	20 October 2015	19 November 2015	21 December 2015	21 January 2016	18 September 2016
Finish:	1 November 2015	1 December 2015	18 January 2015	18 September 2016	25 September 2016

Figure 4.6 Summary of the project achievements of DCAS within one year

Dubai Courts

Adding 'Smart' to Personal Status Certification Services

The Dubai Courts project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.
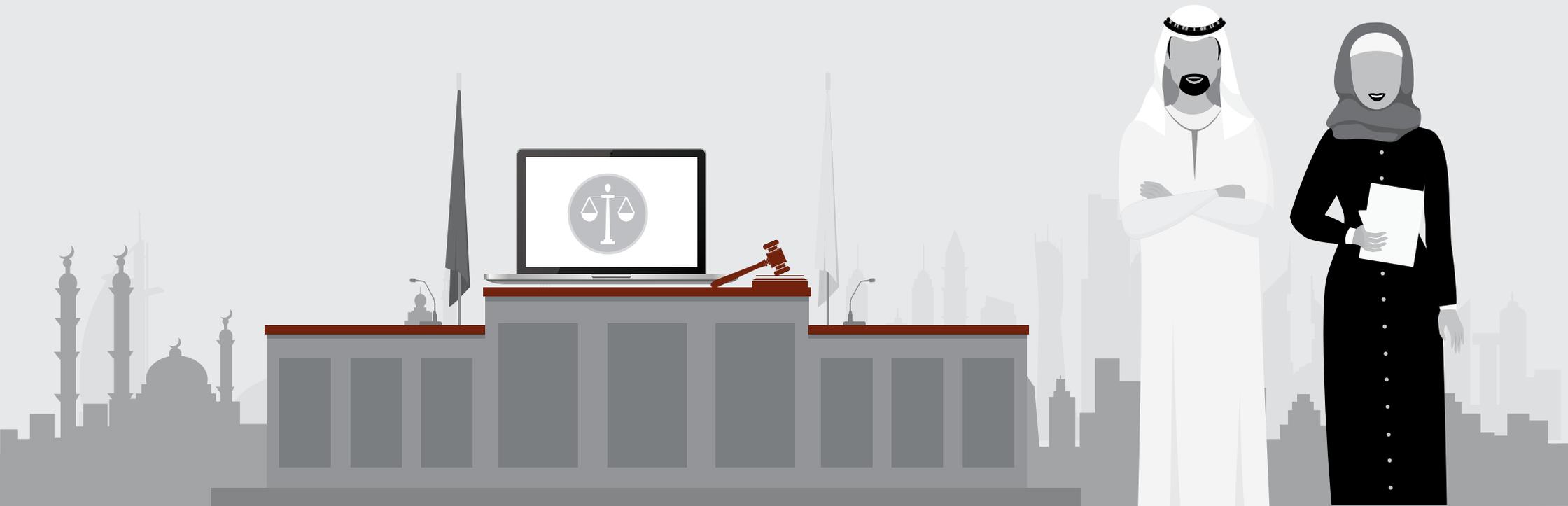
The aim was the transformation and automation of 58 traditional Personal Status certifications under 29 major categories.

Terms of Reference – Plan the Project

Background

Dubai Courts has started initiatives to fulfil the Dubai Government and Dubai Courts' strategic objectives of supporting a smart government and achieving customer happiness. One of the core business functions of Dubai Courts is to supervise and document civil transactions such as marriage, divorce and many other personal status matters. This project was part of the Dubai Court's initiatives and aimed at studying, identifying and managing the development and deployment of providing these services through smart channels.

Transition for traditional services channels to smart services is not new to Dubai Courts. There had been a successful pioneering transition with the "Smart Petitions" application. The success of the Smart Petitions application was not just its ability to provide a novel channel to request a service but, perhaps more importantly, its ability to provide an integrated system from which Dubai Courts can deploy the principle of smart operations in its key functions. The Smart Petitions application is the easiest and fastest way to deal with requests for services or information of different kinds and along all stages of litigation, starting from the submission of an application to the decision-making. Additionally, stakeholders such as litigants, law offices and service providers can submit their applications and download attachments using the application. For internal workflow processes, the application also allows e-payment of fees which then enables the relevant employee to refer an application to the judge for decision-making thereby expediting the consideration of an application. The successful implementation of the Smart Petitions application provided an opportunity to develop applications with similar functionality for other services such as Personal Status Smart Certifications.

Project Aim and Scope

The aim of the Personal Status Certification Services project was the transformation and automation of 58 traditional Personal Status certifications under 29 major categories according to Dubai Smart Government standards. Successful delivery of the project would not only improve service delivery and customer satisfaction, but would reduce the time and cost associated with certification services while also reducing the need for customers to make personal visits to the court.

To facilitate project success, the Dubai Courts Benchmarking team identified the key elements of the project as follows:

- Identifying and evaluating the possibility of deploying Personal Status Services through smart channels.
- Redesigning the processes for identified services utilizing smart technology after considering best practices in the field.
- Identifying and selecting the most appropriate technology by reviewing benchmarking pioneers in the field of smart transformation.
- Developing and testing smart services to ensure they conform with the Dubai Smart Government standards and requirements.
- Managing smart service deployment and continuously evaluating services using tools provided within the TRADE benchmarking methodology.

Research – Research current state

In evaluating the current state, the Dubai Courts Benchmarking team relied on the lessons and recommendations from the successful implementation of the 'Smart Petitions' application. In addition, the team made use of tools such as the fishbone diagram, brainstorming and group discussions for current state and root cause analysis of the legacy Personal Status Certification Services. Furthermore, the team developed Key Performance Indicators (KPI) that would be relevant to the project outcomes.

Dubai Courts
Adding 'Smart' to Personal Status Certification Services

Figure 5.1 Dubai Courts' benchmarking visit to GDRFA

Figure 5.2 Dubai Courts' benchmarking visit to the Supreme Court of Korea

Acquire – Acquire best practices

In order to find best practices, the Benchmarking team carried out desktop research to identify potential benchmarking partners. In addition, they made use of further research provided by the COER team. The partner selection form provided within the TRADE Benchmarking methodology was used to evaluate potential benchmarking partners.The Dubai Courts team carried out 4 benchmarking visits to Dubai Municipality, Knowledge and Human Development Authority (KHDA), General Directorate of Residency and Foreigners Affairs (GDRFA) and the Supreme Court of Korea. Figures 5.1 and 5.2 show photographs of the Dubai Courts team during their benchmarking visits.

Deploy – Communicate and implement best practices

During the deployment phase, the team focussed on the findings from the 'Research' and 'Acquire' stages. A total of 32 best practice ideas were identified and 9 were approved for implementation. It was important to make use of the information gathered to develop the requirements for smart Personal Status Certification Services. Following the definition of the requirements, the Benchmarking team then worked to develop the smart applications. It was during this time a decision was made to reduce the number of services to be transformed from the targeted 58 to 39 services to fit within the time-frame of the Dubai We Learn project (these 39 services accounted for the processing of 29,000 certificate applications each year). The applications were field tested with potential users and following successful testing, the new smart services were launched.

Awareness sessions were then carried out by promoting the new smart services using the Wojhati Counter while also utilising e-mail and WhatsApp to provide support for customers. The selection of an appropriate vendor to manage the new services was carried out. The awareness campaign also included the development of brochures to promote the services. A five-year roadmap to transform all Dubai court services to smart services was also developed.

Evaluate – Evaluate the benchmarking process and outcomes

Following on from the launch of the new service, a customer satisfaction survey was carried out and it indicated that 87% of the users surveyed were either satisfied or extremely satisfied. This positive review from users could, in part, be due to the cost savings and convenience offered by the new smart services. For example, the cost and inconvenience of printing hard copies was eliminated while the time, travelling and parking costs associated with personal visits under the old system were eliminated. Dubai Courts also achieved savings in the form of employee time and process efficiency resulting in a 58% reduction in processing time and the cost savings associated with the new service was 77% of the legacy cost (saving 3,712,000 AED per year). In total 39 services were transformed from legacy to smart services.

In reflecting on their experience of the project, the Dubai Courts Benchmarking team noted the usefulness of benchmarking for improving public sector performance while also confirming that their involvement in the project has helped to generate ideas for future projects. Finally, they highlighted the key facilitating role that the resources in the TRADE benchmarking methodology played in the success of the project. Figure 5.3 shows the Dubai Courts Benchmarking team at the Closing Sharing day.

Figure 5.3 Dubai Courts benchmarking team at the Closing Sharing day

A summary of the project achievements of Dubai Courts is shown in Figure 5.4:

TERMS OF REFERENCE

Aim: To transform Personal Status Certification issuing services (such as civil transactions like marriage and divorce) from traditional counter services to smart services (providing an integrated technology based solution) whilst achieving superior levels of customer satisfaction.

RESEARCH

Initial research: To align with Dubai Government plans to move towards smart services, Dubai Courts aimed for the smart transformation of 58 traditional Personal Status Certification services (later reduced to 39 services involving the processing of 29,000 certificate applications each year). An assessment using Fishbone Analysis, group discussions and analysis of a previous "smart petitions" project indicated that the automation of services will save time and money for the court and customers.

ACQUIRE

Methods of learning: Desk-top research (minimum of 23 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 4

Number of organisations interviewed (by site visit or phone calls): 4

Names of organisations interviewed (by site visit or phone calls): Dubai Municipality (UAE), Knowledge and Human Development Authority (UAE), General Directorate of Residency and Foreigners Affairs (UAE), The Supreme Court of Korea (Korea)

Number of best practices/improvement ideas collected in total: 32

Number of best practices/improvements ideas recommended for implementation: 9

DEPLOY

Number of best practices/improvements approved for implementation: 9

Description of key best practices/improvements approved for implementation: 1. Developed a 5 year road map to transform all Dubai Court services to smart services 2. Developed an awareness campaign to promote the new services 3. Provided a customer services counter that responds to customer's queries, by giving clear information that helps the customer to know the correct channels to use\ processes to follow\ documents to have, for the service. 4. Using WhatsApp to receive customers' inquiries and provide assistance. 5. Prepared a smart feedback channel for users' feedback and assigned a customer care team to follow-up on their problems and concerns. 6. Designed and utilized key performance indicators to monitor service performance and identify potential performance enhancements. 7. Plan to implement disaster recovery centre for maintaining a continuous service.

EVALUATE

Key achievement: Transformed 39 Personal Status Certification services, processing approximately 29,000 certificates per year, into smart services. This reduced processing time by 58%, saved 77% of the service cost (saving 3,712,000 AED per year) and 87% of customers indicated they were satisfied or extremely satisfied with the new services.

Non-financial benefits achieved within one year and expected future benefits:
- Enables customers to receive Personal Status Certification services from anywhere and at anytime.
- On average the time to complete the services reduced by 58%.
- Customer satisfaction results show that around 87% (of lawyers and the public) are satisfied or extremely satisfied with the new services.
- Reduced number of customers visiting the courts to receive services.
- Reduced use of paper and ink by customers and Dubai Courts thus saving power and the environment.
- Improved the management of case related files as they are maintained electronically
- Employees can perform their work from anywhere and anytime, enabling the service to be provided 24/7

Financial benefits:
- Cost reduction for Dubai Courts of up-to 77% of the service cost (from 166 AED to 38 AED).
- Customer saving for each request is around 130 AED including traveling cost, parking cost, paper printing cost.
- With 29,000 certificate applications per year this saves Dubai Courts approximately 3,712,000 AED per year and its customers a similar amount of 3,770,000 AED per year.

Status of project					
	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	4 November 2015	8 November 2015	14 December 2015	10 March 2016	27 June 2016
Finish:	8 November 2015	29 February 2016	10 March 2016	31 July 2016	2 October 2016

Figure 5.4. Summary of the project achievements of Dubai Courts within one year

Dubai Culture and Arts Authority
Developing Human Resources at Etihad Museum

The Dubai Culture and Arts Authority (DCAA) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

The aim was to provide museums with professional human resources in the different fields of museology and to improve the current performance of museum staff.

Terms of Reference – Plan the Project

Background

With a developing cultural sector, Dubai is now seeing an emerging museum scene. Since 2013, several large museum projects have been announced by the Dubai Government including the Dubai Metro Museum, the Museum of the Future and the key focus of this report, the Etihad Museum.

The importance of this project was due to the cultural significance of the Etihad Museum and the short time available prior to its opening planned for December 2016. The museum, is next to Union House, where the signing of the treaty that established the UAE took place in 1971. Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai, was personally involved in decisions relating to the museum.

The Etihad Museum (Figure 6.1) aims to become a world-class cultural asset, introducing visitors to the living heritage of the Emirates and the events that have shaped its modern day. It will educate, inspire and enrich lives. DCAA recognised that the Etihad Museum must be world-class in how it welcomes visitors to its pavilions and how this unique cultural experience is exhibited to its vast audience. Therefore, the museum must have world-class museum staff providing these services. The museum required 48 staff to be trained.

Project Aim and Scope

The project aim was "To provide the growing sector of museums in Dubai with professional human resources in the different fields of museology and to improve the current performance of museum staff to world class standards".

Figure 6.1 The Etihad Museum opened to the public on 7 January 2017

Dubai Culture and Arts Authority
Developing Human Resources at Etihad Museum

To enable achievement of this aim, the DCAA team would benchmark best practices in the fields of museum studies and training programs with respect to the following - training methods, training programs and topics, knowledge management and transfer of learning, training evaluation and continuous improvement.

The benchmarking project intended to deliver a general museum administration training program by Dec 2016 with more specialized training to follow. The projected number of staff that would require training was 48 and the training would cover the following fields:

• Collections Management
• Exhibitions & Display
• Museum Programs and Education
• Museum Security and Crowd Control
• IT systems
• Cultural Marketing, PR, and social media
• Tour Guiding and Public engagement
• Ticketing and Customer Service

Research – Research current state

In evaluating the current state, DCAA investigated the background of the current staff in the Museum. At the commencement of the benchmarking project, there were very few Emirati museum staff with an academic background in museology. The study showed that of 300 staff, only 6 had degrees that related to the museum sector and of these, only 1 member of staff had a post graduate degree in museum studies. This was partly because limited specialized training had been provided for career development.

Acquire – Acquire best practices

In order to identify best practices, the benchmarking team sought information via a number of approaches including 3 site visits, face-to-face meetings and desktop research. A site visit was carried out to the Islamic Museum of Australia while meetings were held with Mishkat Interactive Center for Atomic and Renewable (Saudi Arabia), Energy Qatar Museum Authority (Qatar), Nagasaki Museum of History and Culture (Japan), Morroco Telecom Museum, National Museum in Poznan (Poland) Government Museum, ICCROM-ATHAR Regional Conservation Centre- Sharjah (UAE) and Lord Cultural Resources (Canada).

In addition, desktop research was carried out on the following organisations: Hamburger University - McDonald's Center of Training Excellence; British Council; International Committee of Museums (ICOM); Victoria & Albert Museum; Friends of Museums- Singapore; Goethe Institute, and; Sharjah Museum Department.

Deploy – Communicate and implement best practices

A total of 33 best practice ideas were identified and 3 were approved for implementation within the one year time frame. Based on the benchmarking information collected, tailored training requirements were developed for museum staff with some training common to all. The training that common to all staff included familiarity with the museum's vision and mission, its national and international context, modern museum functions and operations, an understanding of museum visitor profiles, needs and behaviors, an understanding of best practice in visitor engagement and museum learning and protocol training for VIP visits

For Visitor Services, Security and Front of House Staff, the additional skills required were on delivering excellent customer service to all museum visitors as well as basic technical skills for delivery of museum tours. In addition, they needed to develop skills for dealing with emergency situations and incidents,

1. Mobilization
- Contract
- Administrative set-up

2. Project brief
- Workshop & meeting set-up
- Staff experience & skills review
- Update report
- Training plan

3. Team Leader training
- Delivery in UAE

3.2 Standards development
- Assignment
- Review

4. Immersion Training
- Team leader immersion - London
- Team leader immersion - Riyadh

5. Gallery Educator & Visitor Services training
- Visitor facing teams training

6. Mentorship
- Onsite
- Remote mentorship

7. Appraisal
- Onsite review
- Recommendations

Figure 6.2 Proposed training plan developed by the benchmarking team

understand basic display maintenance and exhibit handling as well as developing an understanding of museum learning and participation program. Finally, they needed to be trained in the co-ordination of volunteers.

For management staff, they required training in team leadership, staff management, understanding the museum role and impact within society and understanding the needs of the audience. Figure 6.2 presents a suggested 24 week training plan developed by the benchmarking team.

Evaluate – Evaluate the benchmarking process and outcomes

The successful acceptance of the benchmarking team's best practice ideas by the Training and Performance Department led the museum to issue a tender for a training provider to provide the initial training programs. It is expected that as a result of this project and the best practices implemented that there will be an increase in the number of qualified nationals in the field of museum management. The project is also expected to have an impact on staff retention and an increase in customer satisfaction and happiness levels of the visitors to museums (local community, delegations, and tourists).

The benchmarking team stated that by using their own staff to conduct the project enabled them to develop their skills and reduced the reliance and cost of depending on international consultants and foreign employees.

A summary of the project achievements of DCAA is shown in Figure 6.3:

Dubai Culture and Arts Authority
Developing Human Resources at Etihad Museum

TERMS OF REFERENCE

Aim: To provide the growing sector of museums in Dubai with professional human resources in the different fields of museology and to improve the current performance of museum staff to world class standards.

RESEARCH

Initial research: The importance of this project was due to the opening of the Etihad Museum on the 2nd Dec 2016. The museum was next to Union House where the signing of the treaty that established the UAE took place in 1971. Sheikh Mohammed bin Rashid Al Maktoum, Ruler of Dubai, was personally involved in decisions relating to the museum. A priority was to provide the 48 Etihad Museum staff with a world-class training program and then expand this to cover all museums. A review of current practices and performance identified: 1. Lack of museum related academic programs in local universities 2. Lack of Emiratis qualified in areas such as collection management, conservation, visitor engagement and curation (of the 300 museum staff only 6 had museum related degrees or postgraduate degrees) 3. On the job training needed to be enhanced 4. Lack of qualified personal was a barrier for DCAA to meet its strategic imperative of developing Dubai's cultural infrastructure 5. Customer service needed to be enhanced.

ACQUIRE

Methods of learning: Desk-top research (minimum of 25 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.
Number of site visits: 3
Number of organisations interviewed (by site visit or phone calls): 8
Names of organisations interviewed (site visit or phone calls) and countries: Islamic Museum of Australia (Australia), Mishkat Interactive Center for Atomic and Renewable (Saudi Arabia), Energy Qatar Museum Authority (Qatar), Nagasaki Museum of History and Culture (Japan), Morocco Telecom Museum, National Museum in Poznan (Poland) Government Museum, ICCROM-ATHAR Regional Conservation Centre-Sharjah (UAE), Lord Cultural Resources (Canada).
Number of best practices/improvement ideas collected in total: minimum of 33
Number of best practices/improvements ideas recommended for implementation: 4

DEPLOY

Number of best practices/improvements approved for implementation: 3
Description of key best practices/improvements approved for implementation:

15 components of an ideal training plan for museum staff was identified. This consisted of common training elements such as "Familiarize trainees with the museum's vision and mission and its national and international context" and "Protocol training for VIP visits" and specific training for visitor services, security and front of house staff such as "Develop basic technical skills for delivery of museum tours" and "Training in basic display maintenance and exhibit handling" and specific training for management such as on "Team leadership". The training plan was designed as a 24 weeks program and a tender request to find an appropriate training provider was approved.

EVALUATE

Key achievement: Development of a training plan and method of delivery to support all 48 staff (from security to management) assigned to work at the Etihad Museum which opened on the 2nd Dec 2016. The training plan aims to ensure that more highly qualified staff are developed and retained and a world-class visitor experience is delivered. The learning from this project will be applied to other museums that DCAA operates.

Non-financial benefits achieved within one year and expected future benefits:
- Improved knowledge of the training requirements of the sector to deliver a world-class museum service
- An increase in the number of qualified nationals in the field of museum management
- Greater retention of staff with staff able to further their knowledge and qualifications within the sector
- Increase in customer satisfaction and happiness levels of the visitors to museums (local community, delegations, and tourists).
- Supports Dubai and the UAE's ambition to become a cultural destination
- Learning best practices in customer service from other institutions

Financial benefits achieved within one year and expected future benefits:
- Developing the skills of Museum staff to administer and learn from benchmarking projects reduces the reliance and cost of depending on international consultants and foreign employees
- Savings from increased staff retention
- Greater productivity due to increased knowledge and expertise
- More visitors to museums due to a greater customer experience will raise the revenue of museums
- More visitors to Dubai/UAE seeking a cultural experience will increase the income for Dubai/UAE

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	20 October 2015	4 November 2015	23 December 2015	1 September 2016	1 April 2017
Finish:	3 November 2015	31 August 2016	31 August 2016	30 March 2017	30 April 2017

Figure 6.3 Summary of the project achievements of DCAA within one year

Dubai Electricity and Water Authority
Promoting and Marketing Shams Dubai

The DEWA project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate with Commendation (7 Stars) by the Centre for Organizational Excellence Research in April 2017 (after initially being graded as 5 to 6 stars in October 2016). The progress achieved for each stage of the TRADE methodology is presented below.
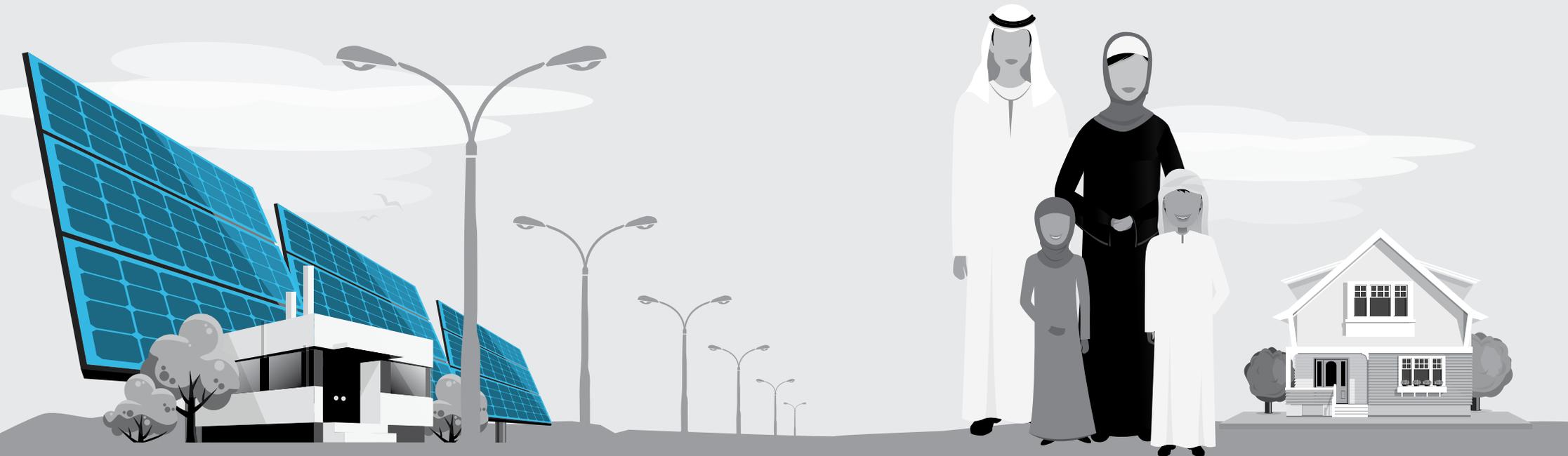
Dubai Electricity and Water Authority
Promoting and Marketing Shams Dubai

Terms of Reference – Plan the Project

Background

Shams Dubai is an initiative that was launched in 2014 following the promulgation of the Executive Council Resolution number 46 of 2014, issued by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, concerning the connection of solar energy to Dubai's Distribution grid. The initiative aims to encourage household and building owners (Residential, Commercial and Government) to install Photovoltaic (PV) panels to generate electricity and connect to DEWA's grid. Households and owners primarily use electricity generated in their buildings and any surplus is then exported to DEWA. The Shams Dubai initiative contributes to the Dubai Clean Energy Strategy 2050 and Demand Side Management Strategy 2030. Figure 7.1 shows how the initiative is expected to contribute to the 2050 strategy.

The aim was to build a robust foundation for effectively promoting and marketing Shams Dubai.
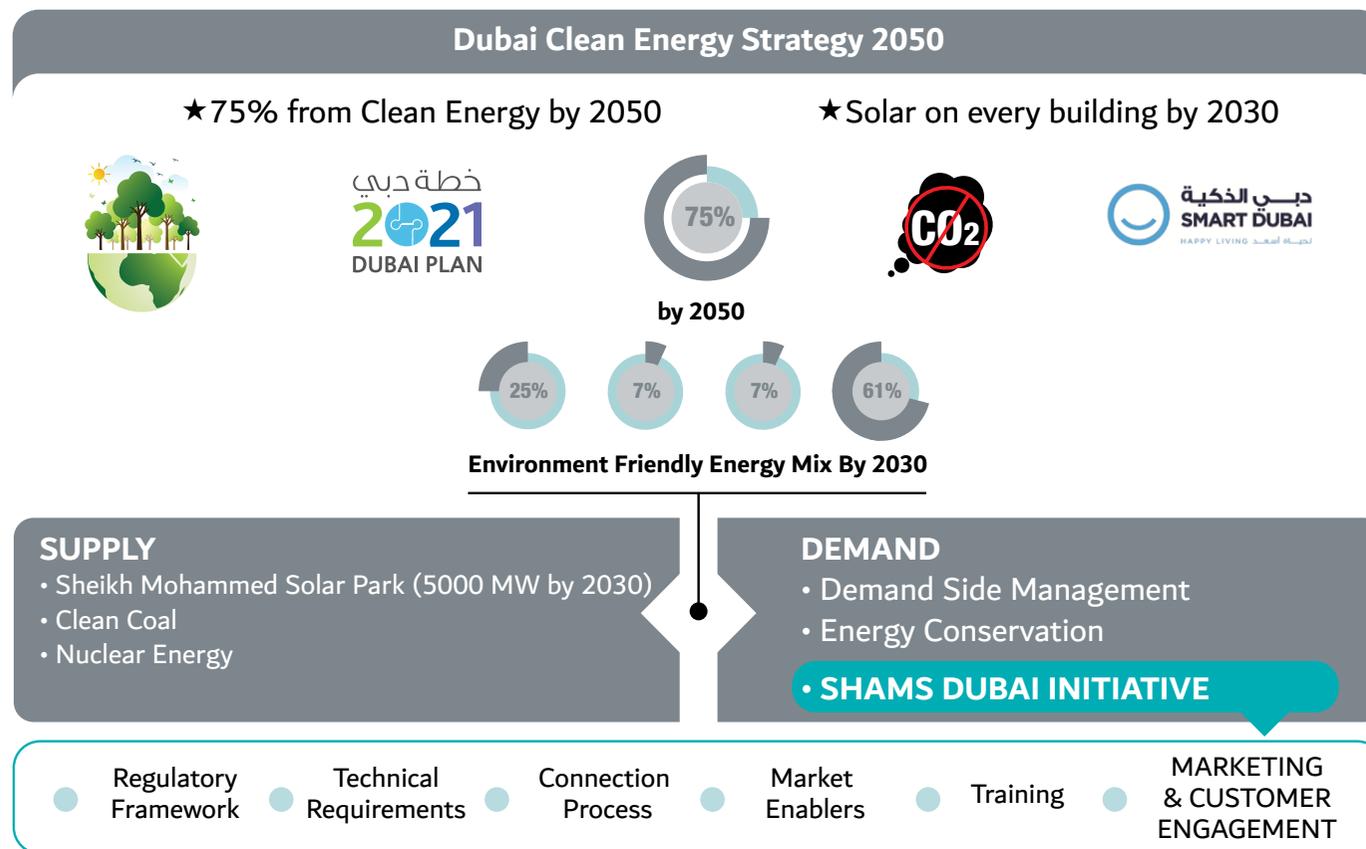
Figure 7.1 Shams Dubai contribution to Dubai Clean Energy Strategy 2050

Project Aim and Scope

The aim of the project was "To build a robust foundation for effectively promoting and marketing Shams Dubai". There were three dimensions that the DEWA benchmarking project team planned to focus on:

- Increased Customer Awareness – this would be achieved by increasing traffic to the Shams Dubai website, expanding the print marketing campaign, maintaining radio marketing campaign and increasing the use of display marketing.

- Increased Customer Interest – this would be achieved by increasing the number of customer enquiries made to the Shams Dubai website and call centre and increasing the number of subscribers to the Shams Dubai newsletter.

- Increased Customer Engagement – this would be achieved by increasing the numbers of customers making applications to install Solar PV systems.

With respect to specific targets, the team aimed to increase customer awareness from 55% to 85%, customer interest from 65% to 85%, enquiries from 108 to 200 and, ultimately customer engagement from 29 applications to 50 applications.
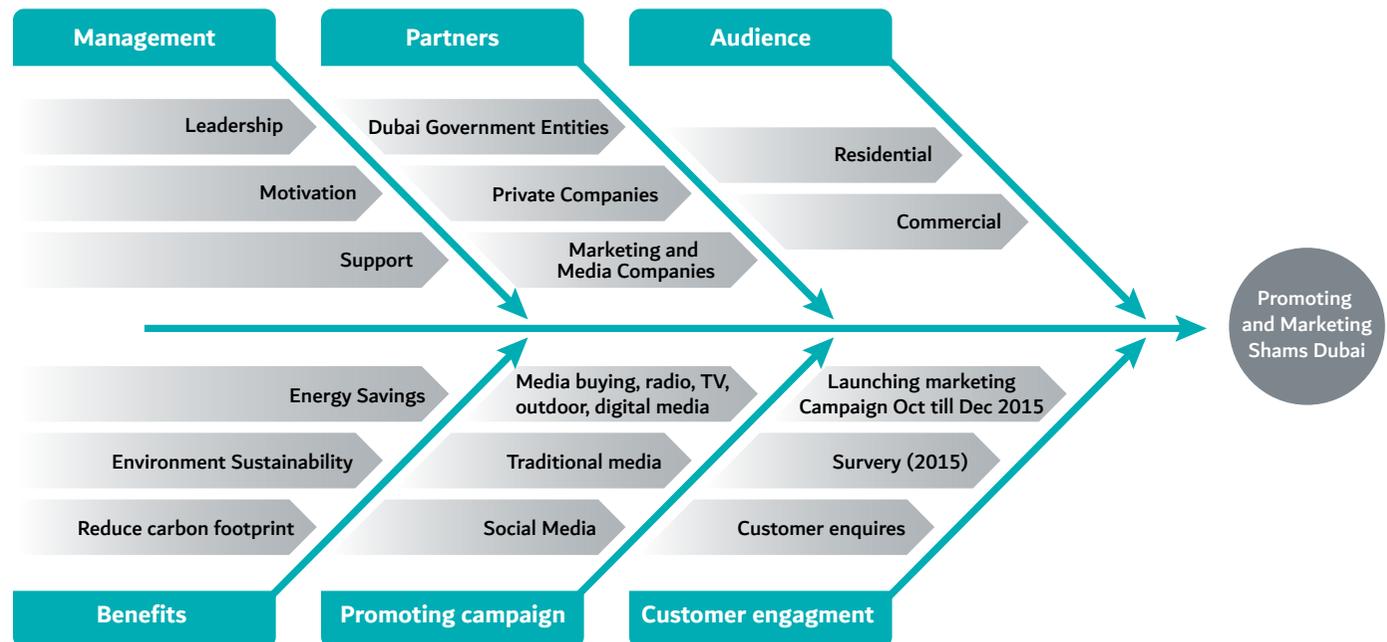
Figure 7.2 Fishbone diagram showing the factors that impact on the success of Shams Dubai

Dubai Electricity and Water Authority
Promoting and Marketing Shams Dubai

Figure 7.3 Segmented campaign posters for residential and commercial customers

Figure 7.4 DEWA Benchmarking team members with the COER team.

Research – Research current state

The DEWA project team employed process maps, brainstorming sessions, fishbone diagrams and a self-assessment survey to analyse the current activities and levels of performance. The team reviewed DEWA's overall marketing division strategy, organization chart, departments, and size in order to have a clear understanding of its marketing capabilities and functions. This stage of the project indicated the different activities that had already been deployed and the milestones achieved. Figure 7.2 presents the fishbone diagram.

Acquire – Acquire best practices

In order to achieve the project aims, the Benchmarking team set out to identify best practices that were relevant to them. A key activity was the identification of potential benchmarking partners and 12 potential partners were initially identified. These potential partners were then assessed using criteria developed by the team and ultimately the team visited four organisations – General Electric, Emirates, Unilever and Landmark Group. In addition, internal benchmarking and desktop benchmarking by the DEWA team with support from COER was also carried out. This range of benchmarking activities enabled the DEWA team to generate a total of 73 improvement ideas.

Deploy – Communicate and implement best practices

At the deployment stage, the DEWA Benchmarking team passed over the implementation of the best practices to the DEWA Marketing team. A joint meeting of both teams selected 35 of the 73 improvement ideas for implementation in the 2016 marketing plan while the other 38 will be considered for the 2017 marketing plan.

Key activities implemented included a segmentation of the Shams Dubai customers into residential and commercial with key themes and focus for each segment (75% commercial / 25% residential), total redevelopment of the Shams Dubai website, redesign of Shams Dubai newsletter and utilisation of an e-mail marketing campaign for registration, launch of Shams Dubai government outreach program, maintenance of the legacy media activities (press, radio and display), hosting of a special Shams Dubai event, marketing Shams Dubai through a corporate social responsibility initiative, exhibition participation, and Shams Dubai digital communication and innovation in design and branding. Figure 7.3 presents two of the media campaign posters which were segmented for residential and commercial customers.

Evaluate – Evaluate the benchmarking process and outcomes

The Shams Dubai initiative will continue to be delivered by DEWA as part of it strategy to support the Dubai Clean Energy Strategy 2050. The activities of the benchmarking team have played a crucial role in increasing the awareness and engagement of Dubai citizens and residents about the importance of the Shams Dubai initiative. After one year the improvements have been impressive with the level of customer awareness increasing from 55% to 90% (target was 85%) while the level of customer interest had increased from 65% to its target of 85%. In addition, the number of solar installation projects had increased from 29 to 487 per annum (far surpassing the initial target of 50). In effect, the project had successfully met or exceeded its main targets.

Reflecting on the project, the DEWA Benchmarking team remarked that the adoption of benchmarking not only enabled them to identify new practices but also validated legacy practices used by DEWA. The team also noted that the benchmarking team worked well because it had the right mix of capabilities. Finally, the team highlighted the usefulness of the TRADE methodology spreadsheet while concluding that TRADE goes beyond being a benchmarking tool to act as a powerful communication and change management tool. Figure 7.4 shows members of the DEWA Benchmarking team with the COER team.

A summary of the project achievements of DEWA is shown in Figure 7.5:

TERMS OF REFERENCE

Aim: To build a robust foundation for effectively promoting and marketing Shams Dubai.

Shams Dubai is an environmental initiative to increase the use of solar panels within commercial, residential, and government entities to support Dubai's Clean Energy Strategy 2050 and Demand Side Management Strategy 2030.

RESEARCH

Initial research: A review of current practices and performance identified that after the launch of Shams Dubai in March 2015, the uptake of solar projects was low; this was a wakeup call to reconsider DEWA's approach in attracting and engaging customers in Shams Dubai. A self-assessment of current marketing and promotional activities identified major gaps that could be addressed by learning from best practices.

ACQUIRE

Methods of learning: Desk-top research (minimum of 38 practices reviewed), Site Visits, Phone Calls.

Number of site visits: 4

Number of organisations interviewed (by site visit or phone calls): 4

Names of organisations interviewed (site visit or phone calls) and countries: Unilever (UAE), General Electric (UAE), Emirates Airlines (UAE), LandMark Group (UAE).

Number of best practices/improvement ideas collected in total: 73

Number of best practices/improvements ideas recommended for implementation: 35

DEPLOY

Number of best practices/improvements approved for implementation: 35

Description of key best practices/improvements approved for implementation:

The following were approved, a segmentation of Shams Dubai customers into residential and commercial with key themes for each segment and focus (75% commercial / 25% residential), revamp of the Shams Dubai website, revamp of Shams Dubai newsletter, utilisation of e-mail marketing campaign for registration, launch of Shams Dubai Government outreach program, continuation of traditional media (press, radio and display), special Shams Dubai one-day event, marketing Shams Dubai via corporate social responsibility initiatives, exhibitions, Shams Dubai digital communication and innovation in design and branding.

EVALUATE

Key achievement: Major transformation in approach to how Shams Dubai is promoted and marketed leading to an increase in customer awareness from 55% to 90% (within 3 months), and an overall outcome of 1479% total growth of solar installation projects (an increase from 29 to 487 projects within 12 months).

Non-financial benefits achieved within one year and expected future benefits:

- Customer awareness on Shams Dubai increased from 55% (June 2016) to 90% (Sept 2016)
- Customer understanding/clarity of the website increased from 73.5% (June 2016) to 91.4% (Sept 2016).
- Customer interest was increased from 65% (June 2016) to 85% (Sept 2016).
- Customer enquiries on Shams Dubai increased from 108 (Dec 2015) to 589 (Dec 2016)
- Shams Dubai applications for solar panel installations increased from 29 (Dec 2015) to 487 (Dec 2016).
- 302 installation projects successfully completed and connected to DEWA network by Dec 2016.
- Marketing action plan 2016 was enhanced with activities addressing awareness, interest, and engagement and incorporating regular feedback (e.g. surveys, enquiries, events, campaigns)

Financial benefits achieved within one year and expected future benefits:

The long-term aim is to have a reduced environmental impact through energy diversification rather than achieving financial benefits. However, marketing cost effectiveness is important in preparation for large-scale deployment. From Dec 2015 to Dec 2016 average acquisition cost per new customer reduced by 92% and average generation cost per lead reduced by 77%.

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	8 November 2015	5 January 2016	15 February 2016	10 April 2016	1 September 2016
Finish:	30 December 2015	1 February 2016	30 June 2016	30 August 2016	30 December 2016

Figure 7.5 Summary of the project achievements of DEWA within one year

Dubai Land Department
Making People Happy

The Dubai Land Department (Dubai Land) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.
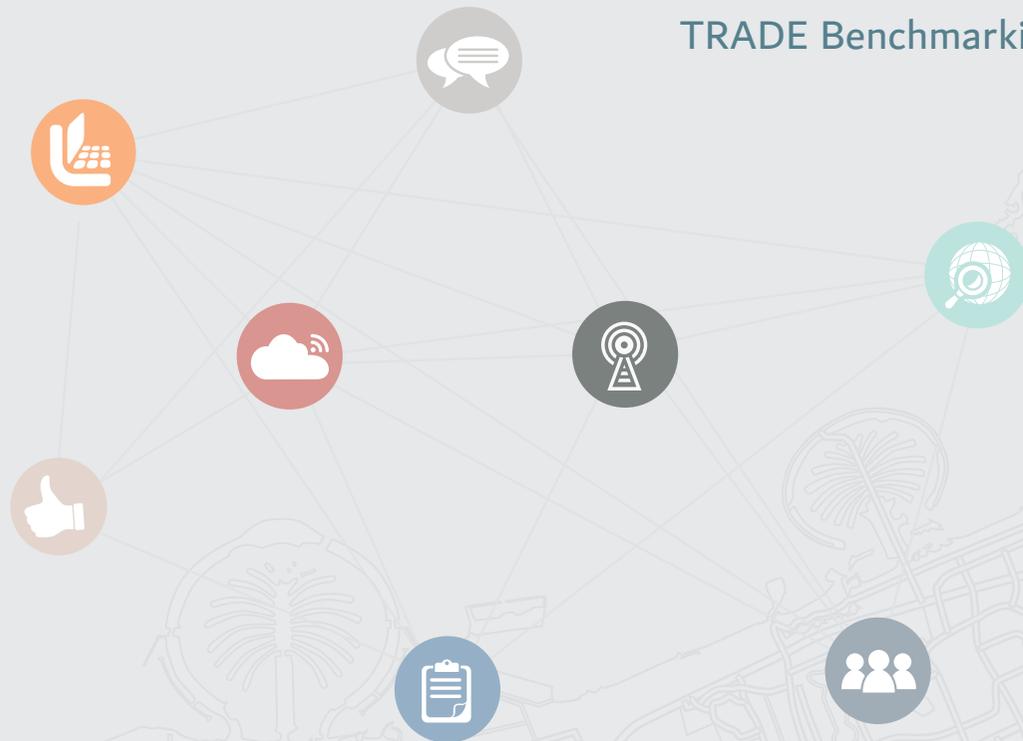
The aim was to achieve an employee happiness level of 90% from 83%.

Terms of Reference – Plan the Project

Background

The involvement of Dubai Land in the benchmarking project was as a result of the need to improve its human resources and people related results. Dubai Land experienced higher than desired employee turnover of 5.3% in 2015 (4.2% in 2014), high unauthorised absence level of 2.25% in 2015 (3.89% in 2014) and sickness levels rose from 5.4 in 2013 to 9.8 in 2014. In addition, improving people results and people happiness was in line with the goals of the Dubai Government which considers employee happiness as a driver for well-being, productivity and citizen satisfaction. It therefore became important for Dubai Land to develop a new strategy for 2016-2021 where human resources were viewed as its key asset.

Project Aim and Scope

The aim of the project was to achieve an employee happiness level of 90% from 83%. To enable the achievement of this aim, the team needed to understand the main reasons why employees were not satisfied and seek best practices in these areas to address these concerns.

Research – Research current state

To research the current state, the Dubai Land benchmarking team reviewed resignation reports, suggestions and complaints, Investor in People (IiP) Standard feedback report, and employee satisfaction results (administered by the Dubai Government Excellence Program).

The team also examined the organisations human resource key performance indicators on factors such as employee turnover, absence and violations. In addition, the team organised a number of focus groups which were segmented by age gender, nationality and category. The aim of the focus groups was to understand the perceptions of employees about their happiness in the workplace. Figures 8.1 shows one of the focus groups meeting to discuss the current issues affecting employee satisfaction.

Figure 8.1 Dubai Land analysing the current situation

Acquire – Acquire best practices

In order to find best practices, the Dubai Land team carried out a brainstorming exercise to identify potential benchmarking partners. These were then evaluated to create a shortlist. Thereafter the team determined the questions to be asked of each potential benchmarking partner. Two benchmarking visits were carried out to Dubai Statistics and Dubai Police. The visit to Dubai Statistics focused on their reward system, attendance system, promotion system and employee happiness initiatives while the visit to Dubai Police focused on their reward system, attendance system, employee privileges and employee happiness initiatives. In addition, extensive desktop research was undertaken to learn from best practices which was a combined approach of using the team's searches along with a best practice search conducted by COER.

Deploy – Communicate and implement best practices

As a result of the benchmarking visits and information gathered from focus groups and desktop research, the Dubai Land benchmarking team identified 91 improvement ideas. From these, five main initiatives and sixteen practices were approved for implementation. The five initiatives of Communication, Facilities, Knowledge and Learning, Events and, Innovation and Creativity are described in Figure 8.2.

Category	Name of Improvement Idea and/or Best Practice	Description (how will such an idea/practice improve on the current situation?)
Communication	Employees workshop with top management	To help employees share their problems, ideas and work progress as well as showing them how supportive top management are.
	Your knowledge is our priority	Focusing on developing employee awareness on different HR related subjects like HR law and terminologies which will help them enhance their career path
Facilities	Summer camp for employees and their family	The involvement of families will show our employees we don't only focus on their happiness but also their families.
	Employees discount program	Discounts provided for hotels, gym, hospital, restaurant etc will increase their loyalty and happiness and increase the value of their monthly salary
	Resist summer heat with ice cream	An ice cream trolley for all employees
	Moving food trolley	Providing all kind of foods and drink to be delivered to employees
	Smart HR apps	To provide all HR services to employees on their smart phone
Knowledge and learning	Dubai Real Estate Institute	To offer all employees free Real Estate courses which will enhance their knowledge and skills in Real Estate. Also, employee's family are offered discounted prices.
	Scholarships	Free scholarships for all employees to continue with their education in the fields they prefer or choose as long as it supports their career path.
	Certified trainer	Employees are offered training to become certified trainers for the Dubai Real Estate Institute where they can practice the skills they have gained and be paid on an hourly basis.
Events	Environmental initiatives	A special team has been set up to increase awareness about the environment and run different events.
	Social responsibility initiatives	Social responsibility events are organised to increase community involvement
	Mother related activities	Provision of services to help working mothers such as escorting their kids to school and short leave permissions
	Health awareness campaign	Checking employee health once every 6 months and providing the result in a SMART application. This program includes group exercises by gender to improve employees' health and socialising between employees.
Innovation and Creativity	The oasis of creativity	A room designed as a creativity hub to develop and increase the level of creativity of the employees and organization.
	Creativity diploma	To train the participants to understand the importance of creativity and innovation in the development of organizational work.

Figure 8.2 The five initiatives developed by the Dubai Land benchmarking team

Evaluate – Evaluate the benchmarking process and outcomes

In order to evaluate the success of the initiatives, an employee survey was carried out and the results compared to the survey results before the initiatives were implemented. The survey showed that the overall people happiness score increased from 82.56% to 86.33%. This is expected to continue increasing as the effects of the deployment become fully embedded. The survey also showed that the results related to Communication had increased from 84.69% to 93.1% while that for both Events and Suggestions had increased from 70.1% to 80.5%. In addition, Learning Opportunities had increased from 81% to 90% while Payroll and Rewards had increased from 68% to 75%. In parallel to the benchmarking study, Dubai Land obtained the Investors In People (IIP) certificate (silver status).

In the future due to the success of this project it is expected that employee turnover and absence rates will reduce and employee productivity will rise.

A summary of the project achievements of Dubai Land is shown in Figure 8.3:

TERMS OF REFERENCE

Aim: To reach an employee happiness level of 90%

RESEARCH

Initial research: A review of human resource practices and performance was undertaken through an analysis of resignation reports, suggestions and complaints, Investor in People (IiP) Standard feedback report, and employee satisfaction results (administered by the Dubai Government Excellence Program). Of concern was the 83% employee happiness/satisfaction rating recorded in 2015, employee turnover of 5.3% and an increase in sick leave from 5.4 in 2013 to 9.8 in 2014. The following were identified in need for improvement: rewards system, working environment, training and development, promotion and incentives, employee happiness initiatives and involvement in ceremonies, career paths, and salaries.

ACQUIRE

Methods of learning: Desk-top research (minimum of 75 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 2

Number of organisations interviewed (by site visit or phone calls): 2

Names of organisations interviewed (by site visit or phone calls): Dubai Police (UAE), Dubai Statistic Centre (UAE)

Number of best practices/improvement ideas collected in total: 91

Number of best practices/improvements ideas recommended for implementation: 16

DEPLOY

Number of best practices/improvements approved for implementation: 16

Description of key best practices/improvements approved for implementation: Dubai Land Department implemented 15 practices: 1. Employees workshop with top management 2. Your knowledge is our priority 3. Summer camp for Dubai Land employees and their family 4. Employees discount program 5. Resist summer heat with Ice cream 6. Moving food trolley 7. Smart HR apps 8. Dubai real estate institute 9. Scholarships 10. Certified Trainer 11. Environment initiatives 12. Social Responsibility Initiatives 13. Mother related activities 14. Health awareness campaign 15. The oasis of creativity 16. Creativity Diploma

EVALUATE

Key achievement: Implemented a range of initiatives to improve employee happiness which assisted in obtaining the Investors in People Standard (silver certificate) and is showing good early results with an increase in employee happiness from 83% to 86% and improvements in a range of other satisfaction measures.

Non-financial benefits achieved within one year and expected future benefits:
- Achieved recognition to the Investors in People Standard (silver certificate)
- Increased employee happiness from 83% (2015) to 86% (2016)
- Improved communication at all levels from 85% (2015) to 93% (2016)
- Improved events satisfaction from 70% (2015) to 81% (2016),
- Improved suggestions being listened to from 70% (2015) to 81% (2016),
- Improved learning opportunities satisfaction from 81% (2015) to 90% (2016)
- Improved payroll and rewards satisfaction from 68% (2015) to 75% (2016).

Financial benefits achieved within one year and expected future benefits:
- Reduced employees turnover rate and absence rates resulting in greater productivity and less expense spent on recruitment
- Happier employees leads to increased productivity

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	14 September 2015	15 November 2015	3 February 2016	15 April 2016	1 August 2016
Finish:	15 November 2015	31 January 2016	15 April 2016	1 August 2016	15 September 2016

Figure 8.3 Summary of the project achievements of Dubai Land within one year

Dubai Municipality
Improving Purchasing Procedures and Channels

The Dubai Municipality project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate with Commendation (7 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

The aim was to identify and implement best practices in purchasing in order to increase the percentage of purchase requisitions processed.

Figure 9.1 The benchmarking team's operation room where it analysed current performance

Terms of Reference – Plan the Project

Background
Dubai Municipality is one of the largest government entities in Dubai and its unique position means that it is involved in several large projects. Data collected and analysed from its internal key performance indicator (KPI) reports in 2015 indicated that the number of yearly purchase requisitions have exceeded 2000 representing approximately 7709 lines (items/commodities) purchased with a value of 231,000,000 AED performed by 10 purchasing officers. This analysis showed that 74% of purchase requisitions were processed within the purchase cycle time target of 20 days while 45% of bids awarded were processed within a target of 11 days. In the build up to Expo 2020 and Dubai Strategic Plan 2021, Dubai Municipality would be involved in several large developmental projects in Dubai City. Consequently, the numbers of purchase requisition and their overall value would be increasing significantly and in order to facilitate success, it was important to improve the purchasing process by increasing the purchase requisitions completed within the target time.

Project Aim and Scope
The aim of the project was "To identify and implement best practices in purchasing in order to increase the percentage of purchase requisitions processed within the target of 20 days from 74% to 85% by increasing bids awarded within a target of 11 days from 45% to 52%".

It was considered that to achieve these targets, it would be important to automate the Request for Information (RFI) process and introduce specific KPIs to measure and improve performance.

Research – Research current state

In order to understand the current state, Dubai Municipality's benchmarking team participated in various workshops and used different tools to analyse the legacy purchasing process

and, particularly, the bid evaluation stage. In addition to the tools presented below, the benchmarking team analysed internal annual performance reports of Dubai Municipality's business units while also carrying out a questionnaire survey of the business units, buyers and a selection of suppliers.

Some of the key tools used in the detailed process analyses included SWOT analysis to identify areas of focus and potential project risks while workload analysis was used to measure the workload of each of the organisation's 10 buyers. Process flow diagrams and value stream analysis were used to analyse the steps of the purchasing process and to identify the non-value adding activities. In addition, cost/benefit and Pareto analysis were carried out.

Process analysis indicated that 37% of the activities in the purchasing process were non-value adding. In addition, the number of cancelled purchase requisitions were 848 which represented 11% of the total lines received and 630 purchase requisitions needed to be retendered.

Acquire – Acquire best practices

Before setting out to identify best practices, the benchmarking team designed a short questionnaire to understand potential benchmarking partners (e.g. size, sector, and technologies used) and ultimately select the most suitable partners to visit. Site visits were carried out to three organisations – Dubai Statistics, Dubai Health Authority, and Emirates Global Aluminium. The benchmarking team also identified best practices at Dubai Civil Aviation through a telephone call meeting. Further benchmarking was carried out by internet research of the following organisations - KPI Library, Chartered Institute of Procurement and Supply (CIPS), American Productivity and Quality Center (APQC) and Dow Chemical.

Based on the activities carried out during this stage of the TRADE methodology, Dubai Municipality's benchmarking team identified 57 ideas which were then classified into 13

categories. Further analysis and consolidation of these ideas resulted in 10 improvement ideas of which 5 were suitable and applicable for implementation.

Deploy – Communicate and implement best practices

Three from five improvement ideas were approved and implemented within the time frame of Dubai We Learn. These were eliminating waste in the purchasing process through re-engineering or removing non-value adding activities, automating and improving how supplier information is obtained and used through the RFI process, and introducing separate technical and commercial evaluations for requisitions above 1 million AED to ensure that only when the technical requirements are met will a bid be assessed on a commercial basis (to improve the efficiency and accuracy of the awarding process).

Two projects were approved for later implementation. The first was to apply a service level agreement between the service provider (purchasing) and the service users (business units) This idea, after discussions with the project sponsor, is likely to be run as a separate project managed by the Director General Assistant for Corporate Support Sector's office. The second project is to contract with suppliers for long periods (3 to 5 years). This idea was shelved for a year as it would take considerable time to implement.

Evaluate – Evaluate the benchmarking process and outcomes

The benchmarking team revisited and measured several KPIs in order to evaluate the impacts of the improvements made to the process. These showed significant improvements including the completion of 97% purchase requisitions within 12.2 days (previously 74% completion within 15.5 days) and 76% of purchase requisitions completed in bid evaluation stage within 7.7 days (previously 45% completion within 11 days). The performance achieved for these activities were better than the targets set at the start of the project.

Evaluation of success also indicated that the number of cancelled purchase requisitions reduced from 848 to 248 while the number of retendered purchase requisitions were reduced from 630 to 407. The team also found that the amount of time that buyers needed for their daily purchase cycle activities reduced from 309 minutes to 278 minutes resulting in increased productivity.

Finally, the waste elimination activities resulted in reduction of sheets of printed paper used from 20,219 to zero while automation of the Dashboard assignment for purchase evaluation resulted in the complete elimination of 1937 dashboard assignments. In total, the implementation of these activities is expected to result in annual financial savings of more than 2,000,000 AED. Figure 9.2 shows the benchmarking team with the Director General of Dubai Municipality discussing the benchmarking project. A summary of the project achievements of Dubai Municipality is shown in Figure 9.3:

Figure 9.2 The benchmarking team discussing the project with the Director General of Dubai Municipality

TERMS OF REFERENCE

Aim: To identify and implement best practices in purchasing to increase the percentage of purchase requisitions processed within a target of 20 days from 74% to 85%.

RESEARCH

Initial research: The team conducted an in-depth study of their current procurement system and performance using analysis tools such as workload analysis, value stream analysis, influence-interest matrix, customer segmentation, fishbone diagram, process flowchart analysis and waste analysis. Of particular use in prioritising what to improve was the calculation in cost and time of each purchase stage (Receiving Purchase Requisition, Submitting and Closing Purchase Requisition, Closing until Approval and Approval until Issuing Purchasing Order). A number of areas for improvement were identified including the elimination of non-value adding processes (37% were non-value adding), ensuring correctly detailed technical specifications, and automation of these processes.

ACQUIRE

Methods of learning: Desk-top research (minimum of 33 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 4

Number of organisations interviewed (by site visit or phone calls): 4

Names of organisations interviewed (site visit or phone calls) and countries: Dubai Statistics (UAE), Dubai Health Authority (UAE), Emirates Global Aluminium (UAE) and Dubai Civil Aviation (UAE).

Number of best practices/improvement ideas collected in total: 57

Number of best practices/improvements ideas recommended for implementation: 5

DEPLOY

Number of best practices/improvements approved for implementation: 5

Description of key best practices/improvements approved for implementation: Three projects were approved and implemented: 1. Eliminating waste in the purchasing process 2. Automating and improving how supplier information is obtained and used through the Request for Further Information (RFI) process. 3. Introducing separate technical and commercial evaluations for requisitions above 1 million AED to ensure that only when the technical requirements are met will a bid be assessed on a commercial basis (to improve the efficiency and accuracy of the awarding process). Two projects were approved for later implementation: 1. Applying a service level agreement between the service provider (purchasing) and the service user (business units) 2. Contracting with suppliers for long periods (3 to 5 years).

EVALUATE

Key achievement: Savings in excess of 2,000,000 AED per annum through a faster automated purchasing requisition process (from 74% of purchase requisitions completed within 15.5 days to 97% of purchase requisitions completed within 12.2 days), removal of all 20,219 printed purchase requisitions, reductions in the number of purchase requisitions being cancelled from 848 to 248 per annum and the number of retenders reduced from 630 to 403 per year. These achievements benefit all stakeholders (internal departments and suppliers) that use the purchasing system.

Non-financial benefits achieved within one year and expected future benefits:

- Improvement from 74% of purchase requisitions completed within 15.5 days to 97% of purchase requisitions completed within 12.2 days.
- Improvement from 45% of purchase requisitions completed in the bid evaluation stage within 11 days to 76% of purchase requisitions completed within 7.7 days
- Reduction in the number of purchase requisitions being cancelled from 848 to 284 per annum
- Reduction in the number of purchase requisitions retendered from 630 to 407 per annum
- Reduction in the number of printed purchase requisitions from 20,219 to 0 pieces of paper per year
- Reduction from 309 mins to 278 minutes for buyers to perform their daily purchasing cycle thus increasing productivity.

Financial benefits achieved within one year and expected future benefits:

Financial benefits exceeding 2,000,000 AED per annum. Some of the specific savings were:
- Estimated saving of 1,305,013.90 AED per year as a result of a faster requisition process.
- Estimated saving of 714,187 AED per year from 566 less purchase requisitions being cancelled.
- Estimated saving of 173,676.15 AED per year from automated confirmations of purchase requisitions
- Estimated saving of 73,144 AED per year from 223 less retenders
- Estimate saving of 60,095 AED per year from having an automated dashboard for purchase evaluation

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	6 October 2015	27 October 2015	17 December 2015	24 March 2016	1 August 2016
Finish:	29 October 2015	10 December 2015	23 February 2016	31 July 2016	26 September 2016

Figure 9.3 Summary of the project achievements of Dubai Municipality within one year

Dubai Police
Making Knowledge Central to Operations

The Dubai Police project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

The aim was to transfer knowledge from experienced staff in the Police Force to the organisation.

Figure 10.1 Project sponsorship from Lt-General Al-Muzainah (Commandant General)

Terms of Reference – Plan the Project

Background

Year 2003 marked the start of knowledge management (KM) within Dubai Police when a plan for the adoption and dissemination of KM concepts was first introduced. An organisational unit named "Knowledge Department" was set up to adopt the process force-wide to an employee base of more than 20,000 personnel. This mainly focused on the dissemination of KM concepts to all Police employees and an annual measurement of level of awareness of the concepts.

Since then a number of KM objectives were set:

1. Making the concept of knowledge dissemination a constant and comprehensive practice within the context of clearly defined metrics.

2. Investment of personnel's acquired knowledge and skills in activities aimed at new knowledge creation.

3. Becoming a knowledge-based Police Force with well-educated staff.

In order to implement these objectives effectively, it was decided that Dubai Police could learn from the best practices of other organisations and so Dubai Police joined Dubai We Learn.

Project Aim and Scope

The project aim was to transfer knowledge from experienced staff in the Police Force to the organisation, thereby filling the knowledge gaps that exist within Dubai Police Departments. In order to achieve this aim, Dubai Police would need to find an ideal way to transfer knowledge as well as finding the right tools to enable knowledge transfer. In addition, it would be important to find mechanisms that would ensure continuity of the transfer process.

Research – Research current state

In order to understand the current state, the benchmarking team visited a number of government agencies as well as holding meetings with many police leaders. Internet research was carried out into existing KM models and as a result of these activities, a Knowledge Maturity Model (Figure 10.2) was used to measure current levels of success within the force. This model assisted in identifying current gaps and the need for the benchmarking project to improve the transfer of knowledge transfer between police officers.

Figure 10.2 Knowledge Maturity Model adopted by Dubai Police

Dubai Police
Making Knowledge Central to Operations

Acquire – Acquire best practices

The benchmarking team carried out an extensive local and international search to identify potential benchmarking partners. The search identified that there were no local KM initiatives that would address the identified KM challenges within Dubai Police. However, the international search identified two models – the American Model and the European Model– that were considered. Analysis indicated that the European Model was closer in structure to the work of Dubai Police. The European Model has been applied extensively by the Knowledge and Innovation Centre at Cambridge University. Consequently, the Dubai Police Benchmarking Team carried out two benchmarking visits to the Knowledge and Innovation Centre. In addition, the team interviewed several other organisations by telephone.

Reviewing
To be sure what has been produced in the second stage fills the gap identified in the first

Processing and analysis
Identify the sender knowledge
Identify the receiver knowledge
Clear plan to capture the new knowledge

KNOWLEDGE PROJECTS WITHIN DUBAI POLICE FORCE

Documentation and publications
Procedure
Training curriculum
Methodology

Identifying the knowledge gap
Future challenges
Critical Jobs
Previous failures

Implementation
The main results from the implementation
What are the (KPI) affected

Figure 10.3 Model for identifying and closing knowledge gaps

Steps		Mark	Level of Knowledge gap					
			0	5	10	15	20	25
1	Determine the knowledge gap	25						
2	Analyse and process	30						
3	Reviewing	15						
4	Document & Dissemination	15						
5	Implementation & Sharing	15						

Figure 10.4 Measuring knowledge transfer

Deploy – Communicate and implement best practices

As a result of the benchmarking team's learning a tailored knowledge transfer model was developed for measuring and addressing knowledge gaps (Figure 10.3). This model aims to determine the knowledge gap and then close it through analysis and effective knowledge transfer. The model assumes missing knowledge can be pursued and acquired as new knowledge. In this context, the model requires those involved in its application to document such knowledge in a form suitable to its specific nature and seek to disseminate the new knowledge to relevant sectors through publications and learning events, from workshops to lecture series and training courses or through administrative procedures/ methodologies. The final stage toward the end of the model requires putting the newly created, documented and disseminated knowledge into practice in the workplace while also sharing it with others.

To ensure the appropriate implementation of all aforementioned stages, a measurement system was designed so that the effectiveness of the knowledge transfer could be measured (refer to Figure 10.4). This measurement system was designed to be used by knowledge officers.

The benchmarking visits identified that two key factors were required for successful implementation of KM projects. The first success factor was the need for "knowledge officers", while the second success factor was the need for appropriate tools.

To ensure a successful implementation of the initiative, the Dubai Police required a knowledge officer to be appointed at each of its 16 General Departments besides each of its 10 police stations. Hence, a successful implementation required training a total of 26 employees to be qualified as knowledge officers capable of taking the initiative forward. Secondly, knowledge tools, training and support was required for the knowledge officers. This support included the provision of a book with an implementation guide and regular communication

Figure 10.5 Knowledge Management implementation workshops at Dubai Police

Figure 10.6 Dubai Police Benchmarking Team receiving an award from their project sponsor

with the Knowledge Department personnel. IT specialists were also involved in developing an electronic program to facilitate implementation. Figure 10.5 shows one of the KM implementation workshops.

A summary of the project achievements of Dubai Police is shown in Figure 10.7:

Dubai Police
Making Knowledge Central to Operations

TERMS OF REFERENCE

Aim: To capture and transfer knowledge from experienced staff and fill the knowledge gaps that exist within the Dubai Police Departments.

(This project was not initially part of Dubai We Learn (DWL). Dubai Police started this project prior to DWL in January 2015 and joined DWL in early 2016)

RESEARCH

Initial research: A review of current practices and performance identified that across 20,000 employees there was a general understanding of knowledge management (with 79.6% responding they were familiar with the concept) but there were significant opportunities for more effective knowledge transfer especially from experienced staff. The benchmarking team identified there was a need to: 1. Move the concept of knowledge-dissemination into a constant and comprehensive practice according to clearly defined metrics. 2. Find the ideal way to transfer knowledge 3. Invest in how acquired knowledge and skills can create new knowledge potential. 4. Find tools to facilitate the transfer of knowledge 5.Become a knowledge-based Police Force with well-educated staff. 6 Create mechanisms to ensure the continuity of the transfer process.

ACQUIRE

Methods of learning: Desk-top research, Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 2 (2 site visits but of the same organisation)

Number of organisations interviewed (by site visit or phone calls): Many but only one in-depth

Names of organisations interviewed (site visit or phone calls) and countries: Knowledge and Innovation Centre, Cambridge University (UK)

Number of best practices/improvement ideas collected in total: Not disclosed

Number of best practices/improvements ideas recommended for implementation: 5

DEPLOY

Number of best practices/improvements approved for implementation: 5

Description of key best practices/improvements approved for implementation: The key practices implemented were: 1. The appointment of 26 knowledge officers with one at each of its 16 General Departments and 10 police stations. 2. A knowledge transfer model consisting of determining the knowledge gap, analyse and process, reviewing, document and dissemination, implementation and sharing 3. An assessment method called the Knowledge Indicator to assess the effectiveness of each stage of the knowledge transfer process 4. Use of knowledge tools supported by an implementation guidebook and the Knowledge Department 5. Development of an Advanced Knowledge Management Training Course and Certificate 5. Measurement of knowledge shared.

EVALUATE

Key achievement: Development and implementation of a knowledge transfer process with 26 knowledge officers appointed and trained (one for each police department and station) and roll out of 33 projects addressing knowledge gaps and producing savings/productivity gains in excess of 900,000 AED. This included the development of a knowledge transfer indicator to measure the effectiveness of each stage of the knowledge transfer process.

Non-financial benefits achieved within one year and expected future benefits:

- 33 Police Officers trained in knowledge management with 26 appointed as knowledge officers
- 33 knowledge management projects supported by knowledge officers showing successful results. Projects have directly assisted in discovering more drugs cases at the airport from 19 (2014) to 26 (2015), the number of acquittals due to procedure errors reduced from 3.8% (2014) to 0.9% (2015), and improved customer satisfaction ratings to above 90%.
- Incorporation of the knowledge indicator within Dubai Police's balanced scorecard to encourage greater knowledge sharing
- The Dubai Police received the Knowledge Management Award of Excellence at the KM Middle East 2015
- The KM criterion in Dubai Police has scored the highest in the Dubai Government Excellence Program posing as a benchmarking model for all UAE government and private sectors
- Use of the knowledge transfer indicator within the Mohammed Bin Rashid School of Government to support other government entities

Financial benefits achieved within one year and expected future benefits:

Financial benefits exceeding 2,000,000 AED per annum. Some of the specific savings were:

- Estimated saving of 1,305,013.90 AED per year as a result of a faster requisition process.
- Estimated saving of 714,187 AED per year from 566 less purchase requisitions being cancelled.
- Estimated saving of 173,676.15 AED per year from automated confirmations of purchase requisitions
- Estimated saving of 73,144 AED per year from 223 less retenders
- Estimate saving of 60,095 AED per year from having an automated dashboard for purchase evaluation

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	6 October 2015	27 October 2015	17 December 2015	24 March 2016	1 August 2016
Finish:	29 October 2015	10 December 2015	23 February 2016	31 July 2016	26 September 2016

Figure 10.7 Summary of the project achievements of Dubai Police within one year

Dubai Public Prosecution
Implementing Judicial Knowledge Management

The Dubai Public Prosecution (DPP) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

Dubai Public Prosecution
Implementing Judicial Knowledge Management

Terms of Reference – Plan the Project

Background

Dubai Public Prosecution initiated the Judicial Knowledge Management (JKM) benchmarking project in order to manage, record and share Judicial Knowledge between its stakeholders. DPP employs 143 prosecutors who have different levels of knowledge and experience. The nature of their work makes it difficult to find time to share knowledge among colleagues and this creates a challenge for the department. The implementation of JKM will assist prosecutors in sharing knowledge with colleagues in addition to finding information they need faster and easier. Furthermore, implementing JKM in DPP will expand and improve the ability of prosecutors to carry out investigations, aid in the solving of work problems and result in more appropriate judicial decisions. The implementation of JKM will also help to improve relationships between prosecutors in DPP. The JKM project would impact a number of functions and stakeholders as follows:

1- People: Prosecutors, relevant staff and stakeholders and the expertise they hold.
2- Tools: All the internal and external activities, data and documents related to judicial work.
3- System: Creation of a suitable electronic system for storage and sharing of information.
4- Culture: Increase sharing of knowledge internally and make sharing a core part of operations.

Project Aim and Scope

The aim of the JKM project was to identify and implement best practices in the transfer of Judicial Knowledge (JK) to all prosecutors, relevant staff and stakeholders. It was envisaged that the solution would be a continuous process that improves prosecutors approaches to their work by learning from the practices of experienced prosecutors and incorporates such knowledge in a managed electronic platform that is easy to use and can be reached by everyone at any time.

Research – Research current state

In order to understand the current state, the DPP benchmarking team viewed internal reports and carried out a number of interviews of supervisors and managers in the department and this helped to identify legacy approaches to knowledge management. The team used a number of tools including fishbone diagram and process maps to analyse the current state. Following on from this, the benchmarking team developed a survey so that they could identify precisely DPP's current performance with respect to knowledge sharing. Refer to Figure 11.1.

The survey results indicated that there was a lack of knowledge sharing among 143 prosecutors potentially leading to loss of productivity and less accurate decisions.

Acquire – Acquire best practices

In order to identify best practices, the DPP Benchmarking Team carried out a number of benchmarking visits to other organisations in Dubai. Four organisations were visited in total and these were Dubai Police, Dubai Customs, Dubai Municipality and Knowledge and Human Development Authority (KHDA). Figure 11.2 shows the visit of the DPP team to Dubai Police.

In addition to the visits, the DPP Benchmarking Team contacted the Singapore State Court by e-mail and carried out an exchange of best practice Knowledge Management practices by e-mail. This approach identified a number of improvement ideas that DPP could consider implementing. Furthernore, the team analysed a conference paper presented by the Public Prosecution Service of Canada as well as reviewing the desktop research undertaken by COER.

Deploy – Communicate and implement best practices

The identified best practices were consolidated into main recommendations that would be relevant to the JKM project. The team then evaluated how the recommendations can be adopted and the recommendations were put in an action plan and

The aim of the project was to identify and implement best practices in the transfer of Judicial Knowledge.

Opinion Survey about the level of legal knowledge of Public Prosecutors

Within the initiative in Dubai learn that has been launched by the Executive Council of Government of Dubai, under the banner "Excellence makers", Judicial knowledge management team) and the representative of the public prosecution seeks to measure the level of knowledge with a view to improve the mechanism for the transfer of judicial knowledge, so please give us a frank and honest answer and your answer will be treated confidentially

PERSONAL DETAILS

Dept.: ....

Job Title:	☐ Sr. Advocate General	☐ Advocate General	☐ Sr. chief Prosecutor	☐ Chief Prosecutor	☐ Asst. Chief Prosecutor	☐ Sr. P Prosecutor
	☐ Public Prosecutor	☐ Asst. P Prosecutor	☐ Invest. Clerk (Sr./chief)	☐ Judicial clerk (Sr/C)	☐ Orders executors (Sr/C}	☐ Summoner (Sr/C)	☐ Translator (Sr/Chief)
Gender:	☐ Male	☐ Female	☐ (20-29) year	☐ (30-39) year	☐ (40-49) year	☐ (50-60) year	☐ (60) years and more
Years of Experience:	☐ More than (5) years	☐ From (5-10) years	☐ From (5-10) years	☐ From (11-15) years		
	☐ From (16-20) years	☐ (20) years and more				
Educational Qualification:	☐ H Diploma/Graduate	☐ Master	☐ PhD			

1st -Specify your level of knowledge in the following

	Excellent	Very good	Neutral	Acceptable	Weak	Don't know
1/1 - Fundamentals and judicial orders	☐	☐	☐	☐	☐	☐
1/2 - Criminal Code	☐	☐	☐	☐	☐	☐
1/3- Judicial Proceedings law	☐	☐	☐	☐	☐	☐
1/4 - Narcotics law	☐	☐	☐	☐	☐	☐
1/5 - Immigration and Residency law	☐	☐	☐	☐	☐	☐
1/6 - Public Funds law	☐	☐	☐	☐	☐	☐
1/7 - International Judicial Co-operation law	☐	☐	☐	☐	☐	☐

2nd - Specify the level of utilization from

1/1 - Legal enlightenment program	☐	☐	☐	☐	☐	☐
1/2 - Guide program	☐	☐	☐	☐	☐	☐
1/3 - Counseling room	☐	☐	☐	☐	☐	☐
1/4 - Dubai legal magazine	☐	☐	☐	☐	☐	☐

Figure 11.1 An excerpt from DPP's Judicial Knowledge Management Survey

Figure 11.2 Visit of DPP to Dubai Police

Figure 11.3 DPP's internal e-portal supporting Judicial Knowledge Management

presented to the project sponsor. A total of 30 best practice ideas were identified and 5 were selected for implementation. Some of the key implementation actions and dates were as follows:

• JKM internal e-portal was begun on 20th April 2016 and completed on 26th Sept 2016. The webpages produced are helping to facilitate the sharing of ideas, knowledge and documents between public prosecutors

• An e-Library project to store important documents and publications was started on 20th April 2016 and expected to be completed by 31st Aug 2017 (Figure 11.3)

• Publication of a weekly e-Judicial Knowledge Bulletin (refer to Figure 11.4). This publication intends to help the new prosecutors with new knowledge and reinforce the knowledge of senior prosecutors.

• To develop a competition that rewards prosecutors for sharing knowledge through: number of published articles (Prosecution Magazine, Dubai Law Magazine), number of internal workshops attended, number of external workshops attended and number of law students who have been trained. This action is still in process.

Evaluate – Evaluate the benchmarking process and outcomes

Initial results from the project indicate that the team has successfully identified the factors that are affecting the transfer of Judicial Knowledge between prosecutors, staff and stakeholders. To address these issues an e-Library, internal webpages for sharing documents and knowledge, rewards for sharing knowledge, and a knowledge bulletin are being implemented. Results expected are a greater sharing of knowledge between prosecutors, staff and stakeholders leading to productivity gains and more accurate decisions (therefore less re-work and re-trials). These would, in addition, result in financial savings.
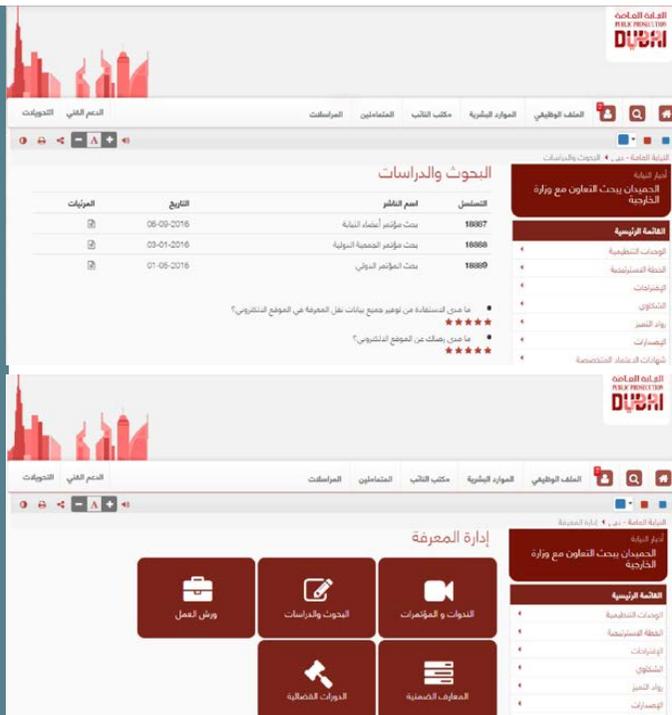
Figure 11.4 Excerpts from DPP's Knowledge Sharing Bulletin

The final evaluation of the different activites within the JKM project will be carried out between December 2017 and October 2018. The next phase of the JKM project will be to improve the functions of the JKM site and make it available on tablets and smart phones.

A summary of the project achievements of Dubai Public Prosecution is shown in Figure 11.5:

TERMS OF REFERENCE

Aim: To identify and implement best practices in the transfer of Judicial Knowledge to all prosecutors, relevant staff and stakeholders.

RESEARCH

Initial research: A review of current practices and performance through interviews (with the supervisors and the managers of current Judicial Knowledge (JK) programmes), brainstorming sessions and questionnaire identified that there was a lack of knowledge sharing amongst the 143 Prosecutors leading to a potential loss of productivity and less accurate decisions. Examples of issues were: 1. Lack of cooperation between current JK Programs 2. Lack of an incentive system to encourage knowledge sharing 3. Lack of a clear policy and standards.

ACQUIRE

Methods of learning: Desk-top research (minimum of 23 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 4

Number of organisations interviewed (by site visit or phone calls): 4

Names of organisations interviewed (site visit or phone calls) and countries: KHDA (UAE), Dubai Municipality (UAE), Dubai Police (UAE) and Dubai Customs (UAE)

Number of best practices/improvement ideas collected in total: 30

Number of best practices/improvements ideas recommended for implementation: 12

DEPLOY

Number of best practices/improvements approved for implementation: 5

Description of key best practices/improvements approved for implementation: 1. To develop an e-library which archives all relevant books/publications/documents so that they are fully searchable on-line and via smartphones (to be ready by August 2017) 2. To develop internal webpages to facilitate the sharing of ideas, knowledge and documents between public prosecutors 3. To have a competition that rewards prosecutors for sharing knowledge through: number of published articles (Prosecution Magazine, Dubai Law Magazine), number of internal workshops attended, number of external workshops attended and number of law students who have been trained. 4. Introduce a weekly e-Judicial Knowledge Bulletin 5. e-Judicial Knowledge Bulletin competition that asks questions on information shown within the bulletin.

EVALUATE

Key achievement: Identified the factors that are affecting the transfer of Judicial Knowledge between prosecutors, staff and stakeholders and implemented: an e-library, internal webpages for sharing documents and knowledge, rewards for sharing knowledge, and a knowledge bulletin. Results expected are a greater sharing of knowledge between prosecutors, staff and stakeholders leading to productivity gains and more accurate decisions (therefore less re-work/re-trials).

Non-financial benefits achieved within one year and expected future benefits:

- Greater sharing of knowledge between prosecutors, staff and stakeholders
- Productivity gains through having easy access to relevant information
- More accurate decisions being made as a result of greater sharing and learning. Correct decisions will lead to societal benefits and reduce the occurrence of re-work/re-trials.
- Improved relationships between staff as a result of greater participation rates in knowledge sharing programs.
- Greater confidence of customers in the work of Dubai Prosecution

Financial benefits achieved within one year and expected future benefits:

- Reduced time spent on cases will produce a significant cost saving for Dubai Prosecution
- Increased accuracy of decisions reduces less re-work of cases and significant cost savings

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	16 October 2015	20 October 2015	1 February 2016	20 April 2016	30 March 2017
Finish:	20 October 2015	1 September 2016	19 April 2016	31 August 2017	31 July 2017

Figure 11.5 Summary of the project achievements of Dubai Public Prosecution within one year

Dubai Statistics Centre

Bringing Innovation to Statistics

The Dubai Statistics Centre (DSC) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate with Commendation (7 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.
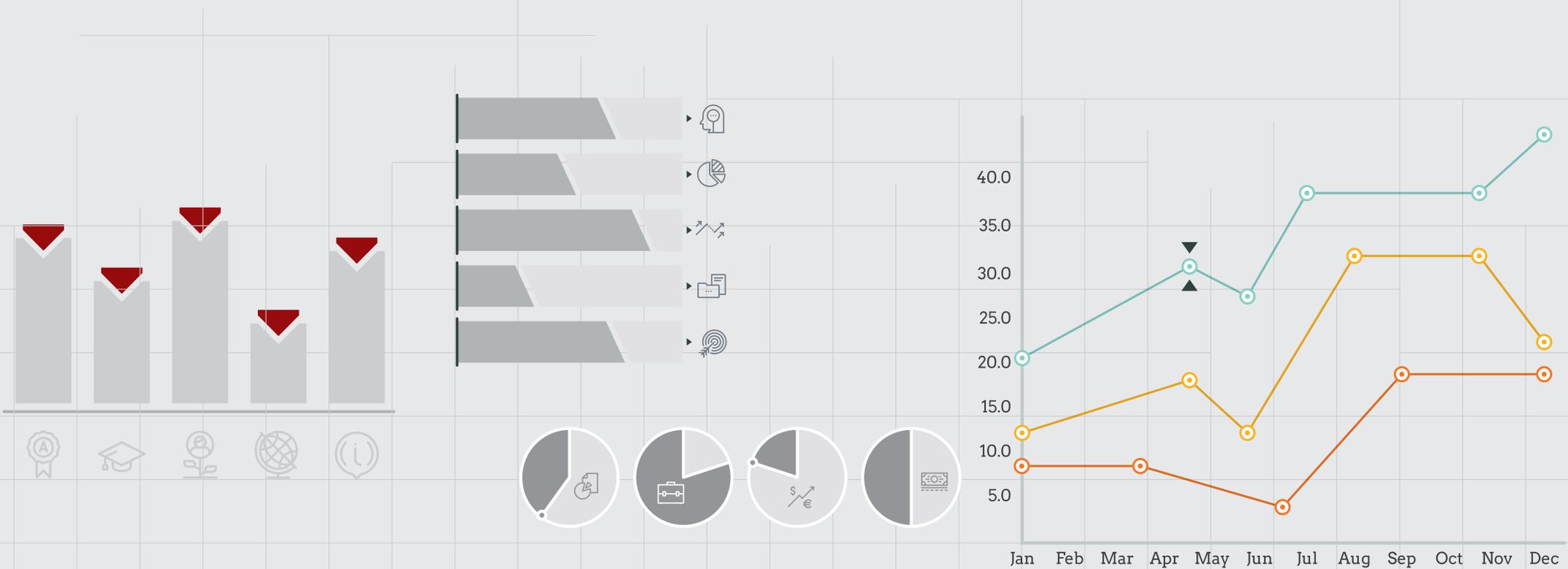
The aim of the project was to identify best practices in Innovation Management.

Terms of Reference – Plan the Project

Background

Based on UAE government's declaration of the year 2015 as the UAE Year of Innovation, DSC established a Creativity & Innovation Unit to implement the government's vision and strategy. DSC plans to be a pioneer in implementing an innovation management system which will improve and raise the standard of its core business (statistics) by learning from benchmarking partners and identifying the best practices which are applicable to its field.

Due to the importance of innovation in raising the performance of an entity, DSC included it as one of its strategic development goals. DSC recognised that if it became more innovative and delivered statistical information in a more innovative way that this would help in increasing awareness and use of statistics and help other government entities to make the right decisions for Dubai's citizens.

Project Aim and Scope

The aim of the project was to identify best practices in Innovation Management to enable DSC to develop and implement a strategy for innovation to improve its processes and services. In order to achieve this aim, the DSC Benchmarking Team identified a number of areas of focus which are summarized as follows:

- Develop an appropriate Innovation Strategy for DSC Creativity & Innovation Unit based on Innovation Management Standard TS 16555-1

- Implement parts of an Innovation Strategy within the timeframe of the project addressing the identified areas (Leadership, Strategic Planning, People, Culture, Processes, Tools and Techniques, Training, Facilities, Ideas Capture, Idea Management and Metrics) through an innovation maturity self-assessment and improving specified activities within DSC.
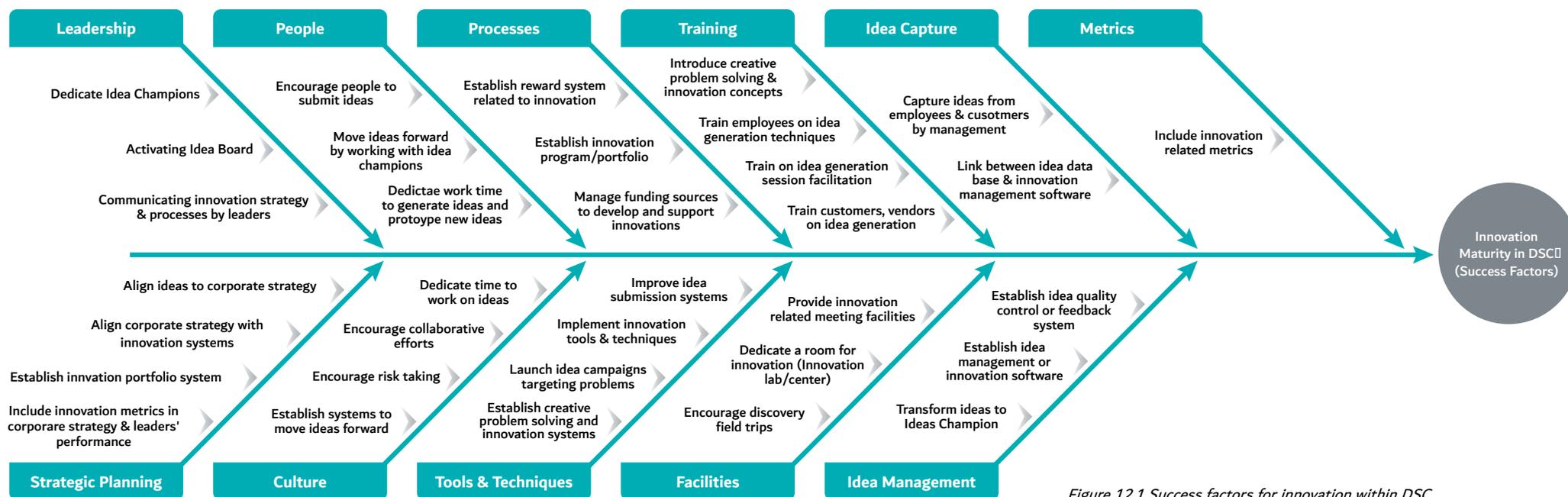
Figure 12.1 Success factors for innovation within DSC

- Investigate innovative methods to provide statistical information in a more appealing way and consequently, increase the use of DSC statistical information.

Research – Research current state

To understand the current state, the DSC Benchmarking Team learnt about innovation, innovation standards (TS 16555-1) and carried out a number of activities which included brainstorming, holding focus groups, surveys, and undertaking four innovation self-assessments to determine DSC's level of innovation maturity. The fishbone diagram in Figure 12.1 shows the success factors for innovation identified by DSC and Figure 12.2 describes the self-assessments that were used.

From using the self-assessments DSC identified its key opportunities for improvement were in Ideas Management, Ideas Capture, and Metrics with a need to provide statistics in

a more user-friendly and innovative way. A key learning from DSC for the research stage was to involve as many staff as possible so that they would understand the importance of the project and provide ideas and solutions to improve the current innovation system. Most staff from DSC were involved in the project at some point.

Acquire – Acquire best practices

The DSC Benchmarking Team identified potential benchmarking partners through various means which included internet research. The team also decided on criteria to be used to assess the potential partners. The team carried out 5 site visits to The Office of H.H The Crown Prince of Dubai, Dubai Customs (UAE), Emirates Nuclear Energy Corporation (UAE), Mohammed Bin Rashid Centre for Government Innovation (UAE) and 3M Innovation Center (UAE).

Self-assessment Tools	Description	Reference/Contact Details
The IM Maturity Assessment	The five core competencies and five management dimensions of innovation and the results illustrate the strength and weaknesses	The Center for Innovation Management Studies (CIMS) Website: http://cims.ncsu.edu
Innovation Process Self-Assessment Tool	The tool supports DSC to assess how well it manages the process of innovation and based on the results Project Members where are able to find the areas of focus of the benchmarking project.	Centre for Organisational Excellence Research (NZ), adapted from Living Innovation-Department Trade and Industry (UK) Website: http://www.bpir.com
Is Your Organisation in an Innovation Rut?	This self-assessment tool is a brief test that helps to measure the current state of innovation at DSC.	American Management Association Website: http://www.bpir.com
Innovation Maturity (Organisational-Wide)	This self-assessment provides an overall assessment of the organisation's innovation maturity. It assesses eleven areas (leadership, strategic planning, culture, processes, tools and techniques, training, facilities, idea capture, idea management and metrics). It considers those activities that should be in place to effectively manage and encourage innovation.	Innovation Maturity Model, Landgate Innovation Program, Australia Website: http://innovation.landgate.wa.gov.au

Figure 12.2 Description of the self-assessments used by DSC

Figure 12.3 The DSC Benchmarking Team in a video conference meeting with the US Census Bureau

Figure 12.4 DSC leadership team receiving the Most Innovative Company of the Year Category for the Middle East and Africa (Gold Winner) during The International Business Awards 2016 in Rome, Italy.

The team also had meetings with the US Consulate, US Census Bureau (Video Conference), US Federal Competitiveness & Statistics Authority and vendors of innovation management systems. In addition, the team participated in DGEP's and Lloyds Register's Innovation Workshops and Mohammed Bin Rashid Al Maktoum's Initiative for Government Innovation as part of the Dubai Government Excellence Program Awards and the team attended the Open Day at Mohammed bin Rashid Center for Government Innovation. Figure 12.3 shows the DSC benchmarking team in a video conference with the US Census Bureau. Desktop internet research was also carried out to identify best practices.

Deploy – Communicate and implement best practices

A total of 58 improvement ideas were identified and 14 were approved for implementation. These included developing an innovation strategy, raising awareness of innovation and use of creativity tools, improvements to the suggestion scheme and addressing the gaps from the IMS TS 16555-1 certification readiness audit.

The starting point for deploying the identified best practices was the organisation of awareness workshops for all DSC employees to inform them of the Innovation Management Standard. Thereafter the team gathered and submitted documents and information for stage 1 of the IMS CEN TS 16555-1 audit and any non-conformities identified in the audit report were rectified in conjunction with the specific area owners. Best practices learnt from the acquire stage were used to close the gaps and enhance the innovation system.

Evaluate – Evaluate the benchmarking process and outcomes

The team carried out an evaluation of the project outcomes. This involved a comparison of innovation maturity self-assessment results at the start of the project with those achieved after one year. This showed a raised level of innovation management from 53.7% (IMS Checklist Rating: Sporadic) to 87.96% (IMS Rating: Excellent) and a raised level of innovation management maturity from 30% (Level 2 – Innovation Structure) to an expected 51-70% (Level 4 – Innovation Standards) in 2017 (based on the Landgate model).

Major successes were the achievement of certification to Innovation Management Standard CEN TS 16555-1 in January 2017 and winning the International Business Award 2016 in the Most Innovative Company of the Year Category for the Middle East and Africa (Gold Winner), Figure 12.4. Another achievement was the increase in the number of employee suggestions from 186 to 357 per annum.

DSC expects in the future that developing a culture of innovation will lead to improved productivity and financial benefits. The success of the team to-date has been celebrated in newspapers, newsletters and international conferences. The success of DSC's innovation management initiative will continue to be measured and particularly with the planned implementation of the UAE.S.5020:2005 Innovation Management Guidelines in 2017 and ISO/TC 279 Innovation Management Standards in 2018.

A summary of the project achievements of DSC is shown in Figure 12.5:

Dubai Statistics Centre
Bringing Innovation to Statistics

TERMS OF REFERENCE

Aim: To identify best practices in Innovation Management to enable DSC to develop and implement a strategy for innovation to improve its process and services.

RESEARCH

Initial research: DSC included innovation as one of its strategic goals and values. As a first step the benchmarking team learnt about innovation, innovation standards (TS 16555-1) and undertook four innovation self-assessments to determine DSC's level of innovation maturity. Key opportunities for improvement were identified in Ideas Management, Ideas Capture, and Metrics with a need to provide statistics in a more user-friendly/innovative way. Many DSC staff were involved in the project to increase ownership of the ideas and best practices that were identified.

ACQUIRE

Methods of learning: Desk-top research (minimum of 21 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls, Video Conference.

Number of site visits: 5

Number of organisations interviewed (by site visit or phone calls): 5

Names of organisations interviewed (by site visit or phone calls): The Office of H.H The Crown Prince of Dubai, Dubai Customs (UAE), Emirates Nuclear Energy Corporation (UAE), Mohammed Bin Rashid Centre for Government Innovation (UAE) and 3M Innovation Center (UAE)

Number of best practices/improvement ideas collected in total: 58

Number of best practices/improvements ideas recommended for implementation: 14

DEPLOY

Number of best practices/improvements approved for implementation: 14

Description of key best practices/improvements approved for implementation:

Developed an innovation strategy, raised awareness of innovation and use of creativity tools, improved suggestion scheme, addressed gaps from a IMS TS 16555-1 certification readiness audit and participated in different assessments/ awards to obtain further feedback for improvement such as Mohammed Bin Rashid Al Maktoum Initiative for Gov. Innovation, the International Business Award 2016 in the Most Innovative Company of the Year category.

EVALUATE

Key achievement: Undertook a comprehensive analysis of innovation maturity and developed and implemented an innovation management strategy and system based on best practices. Achieved certification to the Innovation Management Standard CEN TS 16555-1, won the International Business Award 2016 in the Most Innovative Company of the Year Category for the Middle East and Africa (Gold Winner) and increased the number of employee suggestions from 186 to 357 per annum.

Non-financial benefits achieved within one year and expected future benefits:

- Received certification to Innovation Management Standard CEN TS 16555-1 in January 2017.
- Raised level of innovation management from 53.7% (IMS Checklist Rating: Sporadic) to 87.96% (IMS Rating: Excellent)

- Raised level of innovation management maturity from 30% (Level 2 – Innovation Structure) to 51-70% (Level 4 – Innovation Standards) to be achieved in 2017 (based on the Landgate model).
- Increased number of suggestions from 186 in 2015 to 357 in 2016.
- Raised e-Suggest users' satisfaction from 78.9% in 2015 to 94.30% in 2016.
- Raised awareness of innovation with 87% of staff participating in the innovation maturity assessment.
- Increase in employee satisfaction with the suggestion system from 90.4% to 98.5% from 2015 to 2016.
- Increase in customer satisfaction about DSC's creativity and innovation from 86.4% to 88.9% from 2015 to 2016.

Financial benefits achieved within one year and expected future benefits:

- Saving around 360,000 AED from developing the innovation strategy and management system in-house rather than using consultants.
- Embedding a culture of innovation DSC is expected to increase staff productivity
- Increase in number of suggestions is likely to lead to major financial, as well as stakeholder, benefits
- Increased use of statistical information by stakeholders leading to better decisions and significant financial benefits for Dubai.

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	25 October 2015	1 November 2015	17 January 2016	10 May 2016	21 September 2016
Finish:	8 November 2015	13 January 2016	18 September 2016	27 November 2016	31 May 2017

Figure 12.5 Summary of the project achievements of DSC within one year

General Directorate of Residency and Foreigner's Affairs
Developing a World-Class Customer Service Process

The General Directorate of Residency and Foreigner's Affairs (GDRFA) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

General Directorate of Residency and Foreigner's Affairs

Developing a World-Class Customer Service Process

The aim of the project was to identify best practices in airport departure processes.

Terms of Reference – Plan the Project

Background

GDRFA processes 1000's of departures every day at its airports with passengers from more than 200 nations. For the smooth running of its airports it is critical that the departure process operates efficiently. However, it was identified through self-assessments and the Dubai Government Excellence Programme assessment that improvements were required in customer satisfaction results and how stakeholder feedback was used to improve its processes. This led to GDFRA adopting

Figure 13.1 GDRFA's CAPTEN Tool

"design thinking" as a means to incorporate stakeholder ideas in deriving solutions. GDFRA developed its own design thinking approach called CAPTEN to capture the feedback of its stakeholders on the departure process. CAPTEN stands for Collaborate, Analyse, Plan New, Tangible Idea, Execution and Notable result. Figure 13.1 presents the CAPTEN tool.

Figure 13.1 GDRFA's CAPTEN Tool

On hearing about Dubai We Learn and the TRADE methodology, GDFRA noticed similarities between CAPTEN and TRADE and decided by joining the Excellence Makers Program they could combine both approaches. The prime similarity was the engagement of stakeholders to derive solutions with the TRADE methodology stronger in emphasis for learning from best practices. If successful a similar approach would be used for GDFRA's other customer-interfacing processes covering the Airports Division, Land & Sea Ports Division, Entry Permits & Residence Division, and Passport & Nationality Division
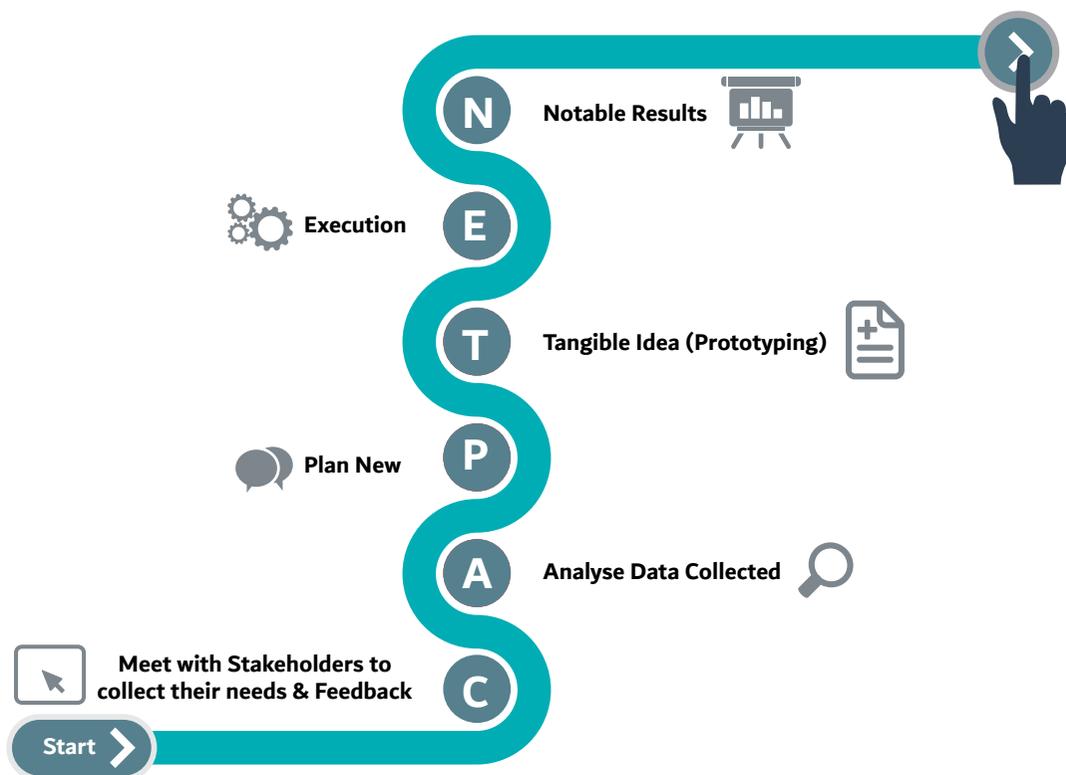
Project Aim and Scope

The aim of the project was to identify and implement best practices in airport departure processes to reduce the processing time at the passport control checkpoint to less than an average of 30 seconds per passenger.

Research – Research current state

Researching the current state was important to understanding the area of focus, obtaining stakeholder views and prioritising for best practice benchmarking. A number of meetings were held with stakeholder groups and different tools including a survey of partners and customers were conducted. The team identified that if the processing time at the passport control checkpoints was significantly reduced from the current average of 33 seconds it would have a major impact in reducing resource costs and queuing time for passengers.

Figure 13.2 GDRFA's Benchmarking Team visit to South Korea

Acquire – Acquire best practices

In starting the process of acquiring best practices, the GDFRA's team identified a number of selection criteria for suitable benchmarking partners. Thereafter, desktop research and expert opinion were used to identify the partners to be contacted and visited. The GDRFA's team visited five benchmarking partners which were JFK Airport (United Stated of America), Heathrow Airport (United Kingdom), Changi Airport (Singapore), Hong Kong Airport (China), and Incheon Airport (South Korea) as shown in Figure 13.2.

Based on the visits, the benchmarking team identified a number of improvements including the redesign of airport gates for travellers.

Deploy – Communicate and implement best practices

A total of 33 best practice ideas were identified and 15 were approved for implementation. The deployment phase of the project began with a communication of the findings and recommendations to stakeholders and the development of an action plan. Thereafter, a pilot test of Phase 1 (the software) was carried out and on successful testing, the full deployment of the software was carried out. In practice this involved a revamped departure process with passenger clearance beginning behind the scenes once the passenger booked a flight. Figure 13.3 presents the redesigned airport gates.

Specific solutions included: a) Transferring a number of processes to an automated system, such as capturing passenger information, investigation, and passenger status b) Building a control room in the airport to follow-up and resolve issues c) Formulating joint teams between GDRFA and Emirates to study and change business rules/procedures and to apply the required IT changes.

Evaluate – Evaluate the benchmarking process and outcomes

The piloting of a new passenger pre-clearance system (a world first) in Terminal 3 Dubai Airport reduced the processing time of documents and passport check-in to 7 seconds, an improvement of almost 80%. With a shorter processing time at the counters, waiting time during peak time was reduced to a maximum of 15 minutes and nearly tripled the capacity to over 4,000 passengers per hour. Once fully implemented at Terminal 3 the new system is likely to save the airport more than 36,000,000 AED per year

The team carried out a number of analyses after the deployment. It showed that there was an increase in stakeholder satisfaction with 100% satisfaction indicated by partners such as Dubai Customs and Emirates Airlines. The satisfaction level of customers also increased to 88% due to shortened waiting times at immigration counters and decreased number of touch points throughout the passenger journey.

Figure 13.3 The redesigned airport gates to improve passenger immigration clearance

General Directorate of Residency and Foreigner's Affairs
Developing a World-Class Customer Service Process

A summary of the project achievements of GDFRA is shown in Figure 13.4:

TERMS OF REFERENCE

Aim: To identify and implement best practices in airport departure processes to reduce the processing time at the passport control checkpoint to less than an average of 30 seconds per passenger.

(This project covered Dubai Airport Terminal 3 as a first trial. The project will later be rolled out in full at Terminal 3 with Terminal's 1 and 2 to follow).

RESEARCH

Initial research: GDFRA services and performance was reviewed through performance monitoring, complaint analysis, satisfaction survey and design thinking through an approach called CAPTEN that the benchmarking team developed. CAPTEN stands for Collaborate, Analyse, Plan New, Tangible Idea, Execution and Notable result and was a way to get the input of stakeholders. This analysis led to a focus on the airport departure process. The team identified that if the processing time at the passport control checkpoints was significantly reduced from the current average of 33 seconds it would have a major impact in reducing resource costs and queuing time for passengers.

ACQUIRE

Methods of learning: Desktop research (minimum of 18 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 5

Number of organisations interviewed (by site visit or phone calls): 5

Names of organisations interviewed (by site visit or phone calls): Heathrow Airport (UK), JFK Airport (US), Changi Airport (Singapore), Hong Kong Airport (Hong Kong), Incheon Airport (South Korea)

Number of best practices/improvement ideas identified: 33

Number of best practices/improvements ideas recommended for implementation: 15

DEPLOY

Number of best practices/improvements approved for implementation: 15

Description of key best practices/improvements approved for implementation: A revamped departure process with passenger clearance beginning "behind the scenes" once the passenger booked a flight including: a) Transferring a number of processes to an automated system, such as capturing passenger information, investigation, passenger status, and emigrate b) Building a control room in the airport to follow-up and resolve issues c)Formulating joint teams between GDRFA and Emirates to study and change business rules/procedures and to apply the required IT changes.

EVALUATE

Key achievement: Piloting of a new passenger pre-clearance system (a world first) in Terminal 3 Dubai Airport that reduced the processing time of documents/passport check-in to 7 seconds, an improvement of almost 80%. With a shorter processing time at the counters, waiting time during peak time was reduced to a maximum of 15 minutes and nearly tripled the capacity to over 4,000 passengers per hour. Once fully implemented at Terminal 3 the new system is likely to save the airport more than 36,000,000 AED per year.

Non-financial benefits achieved within one year and expected future benefits:

- The processing time at the passport control checkpoint in Terminal 3 was reduced from 33 seconds (average) to 7 seconds (average) - an 80% reduction in processing time.
- Increased customer satisfaction from 82.3% to 88% due to shortened waiting times at immigration counters and decreased number of touch points throughout passenger journey.
- The % of passengers dissatisfied with the processing speed reduced from 20% to 12%.
- Increased partner satisfaction from 85% to 97% with the new passport control procedures.
- Increased security as updated passenger information is exchanged with immigration as soon as available.
- Minimizing human errors and downtime.

Financial benefits achieved within one year and expected future benefits:

- Saving around 3,905,000 AED per month within Terminal 3 from reallocation of immigration staff and greater savings expected when rolled out to Terminal 1 and 2.
- Civil Aviation Authority saving around 600,000 AED by replacing 42 immigration counters.
- Significant savings from reduced occurrence of delaying aircraft to unload passengers' baggage of banned passengers as the bags of these passengers' will not be loaded in the first place.

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	10 November 2015	11 November 2015	1 March 2016	10 May 2016	17 August 2016
Finish:	10 November 2015	29 February 2016	9 May 2016	9 August 2016	17 September 2016

Figure 13.4 Summary of the project achievements of GDFRA within one year

Knowledge and Human Development Authority

People Happiness

The Knowledge and Human Development Authority (KHDA) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate with Commendation (7 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

Knowledge and Human Development Authority
People Happiness

Terms of Reference – Plan the Project

Background

KHDA is the educational quality assurance and regulatory authority of the Government of Dubai, United Arab Emirates. It oversees the private education sector in Dubai, including early childhood education centres, schools, higher education providers, and training institutes. KHDA's happiness journey started in 2014 as a result of research showing that nurturing employees' happiness can effectively contribute to a series of both non-financial and financial benefits for the employees, the organization and its stakeholders. Positive emotions and the ability to maintain an optimistic and positive attitude are very much linked to physical, mental and social wellbeing and can result in an improvement in work performance, creativity, energy, health, longevity, relationships and sociability. Happier organizations can ultimately achieve higher customer satisfaction and increased innovation.

KHDA leadership has actively embraced the happiness philosophy introduced by His Highness Sheikh Mohammed Bin Rashid Al Maktoum. The leaders of KHDA have set a vision to make KHDA a pioneer in the area of employee wellbeing and a 'Place to Thrive' for all who work there. KHDA aims to have a positive impact on its employees and stakeholders and to be a role model for other government entities who wish to progress on a journey towards people happiness.

Project Aim and Scope

The aim of the project was to identify and implement best practices related to people happiness in order to increase their happiness, work-life balance and wellbeing. KHDA intends to be in the top 10% happiest organizations of those that are using the Happiness @ Work survey by December 2016. This is likely to place KHDA in the top 1% of organisations in the world as most organisations participating in this survey are forward thinking and already have many happiness and wellbeing activities in place. The Happiness @ Works survey, was developed by Nic Marks of Happiness Works, for the UK

Government Office of Science's "Foresight Programme" and has become a leading tool for measuring employee happiness particularly in the United Kingdom and United States. The project intends to build an open, pleasant and healthy workplace culture that offers a fun working and learning environment, where opportunities are a part of daily work and where employees are happy and engaged in projects.

The project intended to impact on all KHDA employees (including its full-time, part-time staff and consultants). Whilst the project was focused on KHDA employee happiness, the benchmarking team intended to engage with its stakeholders in order to share KHDA approaches and promote health, happiness and wellbeing across Dubai society and, in particular, within schools and the education community as a whole.

Research – Research current state

In order to understand the current state of happiness within KHDA, the benchmarking team initially reviewed the existing research done by other colleagues at KHDA and the existing objectives and measurement that had been set. Specific areas of focus to be addressed by the benchmarking team were determined by selecting the lowest scoring attributes in the bi-annual Happiness @ Work survey (last completed in November 2015). These were: "Work-life balance, Free to be self, Cooperation between teams, Achievable job and Absence of stressful job" with specific consideration for the lowest scoring teams in KHDA. During the research stage the benchmarking team also set new objectives and targets for 'people happiness'.

Acquire – Acquire best practices

The KHDA benchmarking team carried out extensive background research in order to identify potential benchmarking partners. Research provided by COER was also used in determining potential benchmarking partners. Where possible, international benchmarking trips were combined with other business trips to utilise KHDA's staff time productively.

The aim of the project was to identify and implement best practices related to people happiness.

Benchmarking visits and skype meetings included Zappos (US), Project Happiness (US), Delivering Happiness (US), Greater Good Science Center Berkley (US), Dovetail Learning (US), WestEd (US) and the Schoolyard Project (US). In addition, the KHDA benchmarking team attended a happiness workshop that was organised by The Orange Frog in the United States. Figure 14.1 shows the KHDA benchmarking team during their visit to DHL.

The team also developed a benchmarking evaluation spreadsheet to document the best practices and select which initiatives to implement. Figure 14.2 shows KHDA's decision making matrix used for evaluating benchmarking partner practices. The example shows an evaluation of the practices found at just one organisation.

Knowledge sharing sessions open to all colleagues were organized to share the best practices learnt.

Deploy – Communicate and implement best practices

A total of 99 improvement ideas were identified and 21 were approved for deployment. The deploy stage involved different teams across the organization: Engagement, Thrive, Shared Services, Strategy and Excellence. Each of the teams worked in accordance with a project plan. The implementation status was monitored during the team's weekly meetings. A number of specific initiatives were implemented including the following:

- Open board meetings were introduced from April 2016. The agenda is shared with everyone in advance thorough Yammer. Open meetings provide a valuable insight into the focus and progress of all areas and initiatives at KHDA, as well as providing a clear understanding of KHDA vision, purpose and priorities. Senior staff often solicit input and feedback from employees during the meetings.

- Holacracy. As a result of learning holacracy from Zappos, KHDA employees attended a 5-day training course to better understand how it could be applied within KHDA. Holacracy is a form of organized flat management where traditional hierarchy, job titles and job descriptions are replaced with consensual decision-making and where roles are defined around the work rather than people. Roles are flexible and they are updated regularly. Holacracy was essential to speed up Zappos' transformation process through breaking down barriers so that innovation and changes happened faster. The team found out that holacracy can contribute to increased people happiness by enabling better collaboration, transparency, trust, teamwork, creativity, sense of working for a purpose, empowerment, clear responsibility/accountability and clear expectations. As a result of this learning KHDA launched 6 holacracy circles as a pilot exercise with plans for holacracy to replace the current operational structure.

- The KHDA Happiness Toolbox was developed based on the learning from The Orange Frog Workshop. The Happiness Toolbox comprises 12 tools and provides a 'common language' to understanding and dealing with feeling and promoting empathy.

- School of Hearts. As a result of the best practice learning from WestEd California the team decided to involve the schools in the happiness initiative. This involved conducting a survey of more than 40 schools and 9000 students to encourage schools and families to look beyond examination results focusing on three areas-school environment, personal wellness and peer support. This was the first ever survey to measure students' happiness at school in Dubai.

- Substantial physical changes to the workplace were made to create an open and status free environment that fosters social connectivity. The 5th floor was completely redesigned, refer to Figure 14.3, while the renovation of the 4th floor is still ongoing. The 5th floor was designed to encourage physical activity and a casual work environment so that employees could be themselves. By allowing employees to be comfortable at work, enables them to build genuine connections. Building relationships helps increase knowledge-sharing, and trust is created by getting to know someone both personally and professionally.

Figure 14.1 KHDA's benchmarking team visit to DHL.
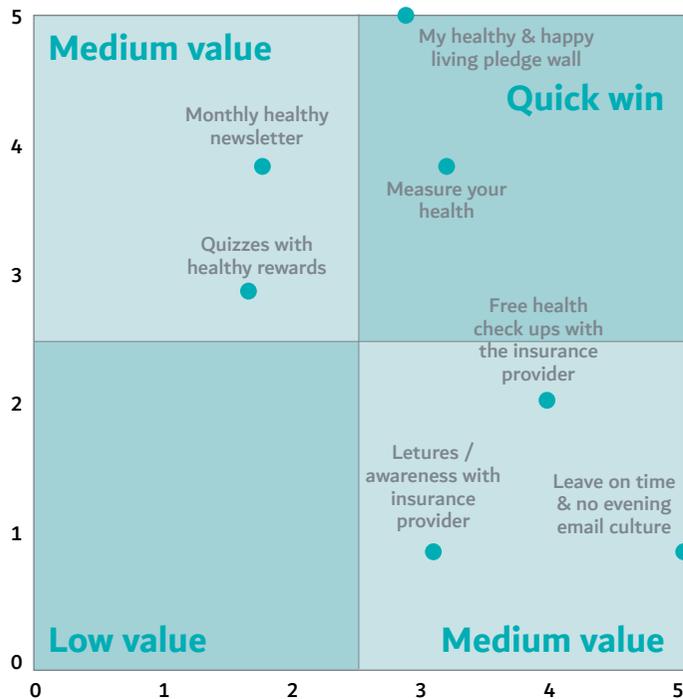
Figure 14.2 An example of KHDA's decision making matrix used for evaluating benchmarking partner practices

Figure 14.3 Redesign of the 5th Floor

Figure 14.4 Feedback on the Healthy and Happy School Award from school teachers and parents.

Evaluate – Evaluate the benchmarking process and outcomes

Results achieved include increased overall happiness: from 7.3 (Dec, 2015) to 7.6 (Dec, 2016) indicating that KHDA is among the top 10% happiest organisations that use the Happiness @ Work survey. Many improvements were noticed in survey results such as motivation: from 7.0 to 7.4, personal health of employees: from 7.0 to 7.3, personal resilience: from 6.9 to 7.3, work-life balance: from 6.0 to 7.1, absence of stress levels: from 5.0 to 5.8, pleasant environment: from 7.4 to 8.3, open organization: from 7.1 to 7.5.

Results showed that Yammer (Intranet) conversations about happiness increased from 52 in 2014-2015 to 247 in 2015-16 while 95% of employees believed that physical changes to the workplace made KHDA a happier place to work. The same percentage of employees (95%) believed that the open board meetings, which were attended by an average of 30 people, made KHDA a happier place to work while 67% and 60% respectively believed that Holacracy (with 6 circles implemented so far) and the Happiness Toolbox had a similar effect on workplace happiness. KHDA also organised the Healthy and Happy School Awards 2017 (to reward schools promoting health and happiness) to which 28 private schools applied and 40 schools and 9000 responses were received on the School Climate Survey. Figure 14.4 shows some of the feedback from the Healthy and Happy School Award and Figure 14.5 shows the benchmarking team receiving recognition for its excellent work.

A summary of the project achievements of KHDA is shown in Figure 14.6:

Figure 14.5 Dr. Abdulla Al Karam, CEO of KHDA, recognising the benchmarking team's achievements.

TERMS OF REFERENCE

Aim: To identify and implement best practices related to people happiness to increase their happiness, work-life balance and wellbeing. We are targeting to become within the top 10% happiest organizations (of those that are using the Happiness @ Work survey) by December 2016.

RESEARCH

Initial research: KHDA's happiness journey started in 2014 when its leadership set the direction to make KHDA a pioneer in the field of employee wellbeing and a 'Place to Thrive' for all who work there. To monitor and improve employee happiness KHDA were using a Happiness@Work survey developed by Nic Marks of Happiness Works. KHDA were in the top 15% of organisations for employee happiness. An analysis of survey results and research revealed that some KHDA teams were less happy than others and key areas for improvement were: "Workplace environment, physical wellbeing, workplace culture, organization governance, work-life blend, emotional hygiene, employee recognition, community engagement and creativity and innovation".

ACQUIRE

Methods of learning: Desk-top research (minimum of 78 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 7

Number of organisations interviewed (by site visit or phone calls): 9

Names of organisations interviewed (site visit or phone calls) and countries: Zappos (US), Project Happiness (US), Delivering Happiness (US), Greater Good Science Center Berkley (US), Dovetail Learning (US), WestEd (US), The Schoolyard Project (US), The Orange Frog (US) and DHL (Dubai, UAE).

Number of best practices/improvement ideas collected in total: 99

Number of best practices/improvements ideas recommended for implementation: 21

DEPLOY

Number of best practices/improvements approved for implementation: 21

Description of key best practices/improvements approved for implementation: These included: 1. Physical changes to the workplace to create an open and status free area that encourages social connections 2. A new recognition system determined by nominations collected from colleagues across the organization and KHDA stakeholders. 3. Monthly board meetings open to all employees 4. Introduction of a new way of working/decision making called "holacracy" with six circles launched. 5. Happiness Toolbox that employees wear as a constant reminder to "choose happiness" 6. Healthy & Happy School Awards to recognize schools that are focusing on students' wellbeing 7. School of Hearts survey to measure students' happiness at school 8. Empowering the youth to make decisions on all future initiatives at KHDA.

EVALUATE

Key achievement: 21 practices implemented within one year to improve employee happiness from 7.3 to 7.6 to place KHDA among the top 10% happiest organisations (according to the Happiness @ Work survey). Successful implementations included major changes to workplace design, a new recognition system, 30 employees on average attending each open board meeting, 6 circles created through a holacracy initiative, 28 schools applied for the Healthy & Happy School Awards 2017, and 40 schools and 9000 responses to the School Climate Survey.

Non-financial benefits achieved within one year and expected future benefits:

- Increased overall happiness: from 7.3 (Dec, 2015) to 7.6 (Dec, 2016) indicating that KHDA is among the top 10% happiest organisations that use the Happiness @ Work survey.
- Many improvements in survey results such as: motivation: from 7.0 to 7.4, personal health of employees: from 7.0 to 7.3, personal resilience: from 6.9 to 7.3, work-life balance: from 6.0 to 7.1, absence of stress levels: from 5.0 to 5.8, pleasant environment: from 7.4 to 8.3, open organization: from 7.1 to 7.5.
- Increased conversations via Yammer on employee happiness from 52 in 2015 to 247 in 2016
- 52% to 93% of employees strongly agreed that they personally benefited from each major change introduced (for example 93% of employees strongly agreed that they personally benefited from the introduction of open board meetings, 81% of employees strongly agreed that they personally benefited from the changes to the work environment and 52% of employees strongly agreed that they personally benefited from the holocracy initiative)
- Introduced the Healthy & Happy School Awards 2017 which 28 schools applied for
- Introduced the School Climate Survey, 40 schools participated with 9000 responses indicating happiness rates of 83% in primary schools and 78% within secondary schools.
- The number of benchmarking visits to KHDA to learn about employee happiness and customer service increased from 35 in 2015 to 51 in 2016

Financial benefits achieved within one year and expected future benefits:

- It is too early to assess the project's impact on financial related measures such as employee turnover, spending efficiency and productivity.

Status of project

	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	20 October 2015	20 October 2015	1 November 2015	22 October 2015	1 June 2016
Finish:	30 November 2015	31 March 2016	31 May 2016	31 August 2016	20 December 2016

Figure 13.4 Summary of the project achievements of GDFRA within one year

Mohammed Bin Rashid Housing Establishment

Improving Customer Experience

The Mohammed Bin Rashid Housing Establishment (MRHE) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

The aim of the project was to enhance customer engagement and uptake of smart services to reduce service counter visits.

Terms of Reference – Plan the Project

Background

MRHE was inaugurated on 28 September 2006 under the government of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Prime Minister and Ruler of Dubai. The aim was to provide houses to people with low income, single-parent families, divorcees and widows. Services include offering residential land or the granting of government housing or prefabricated housing, maintenance and expansion of existing housing stock and the granting of housing loans. Whilst providing these services MRHE recognised it needed to improve its efficiency and effectiveness and, in particular, reduce customer visits to its service centres by providing alternative service delivery methods. As the vision of His Highness was "to reduce the number of customers in government service centres by 80 per cent through 2018" it was apparent that a benchmarking project on customer service and smart customer service delivery would prove beneficial.
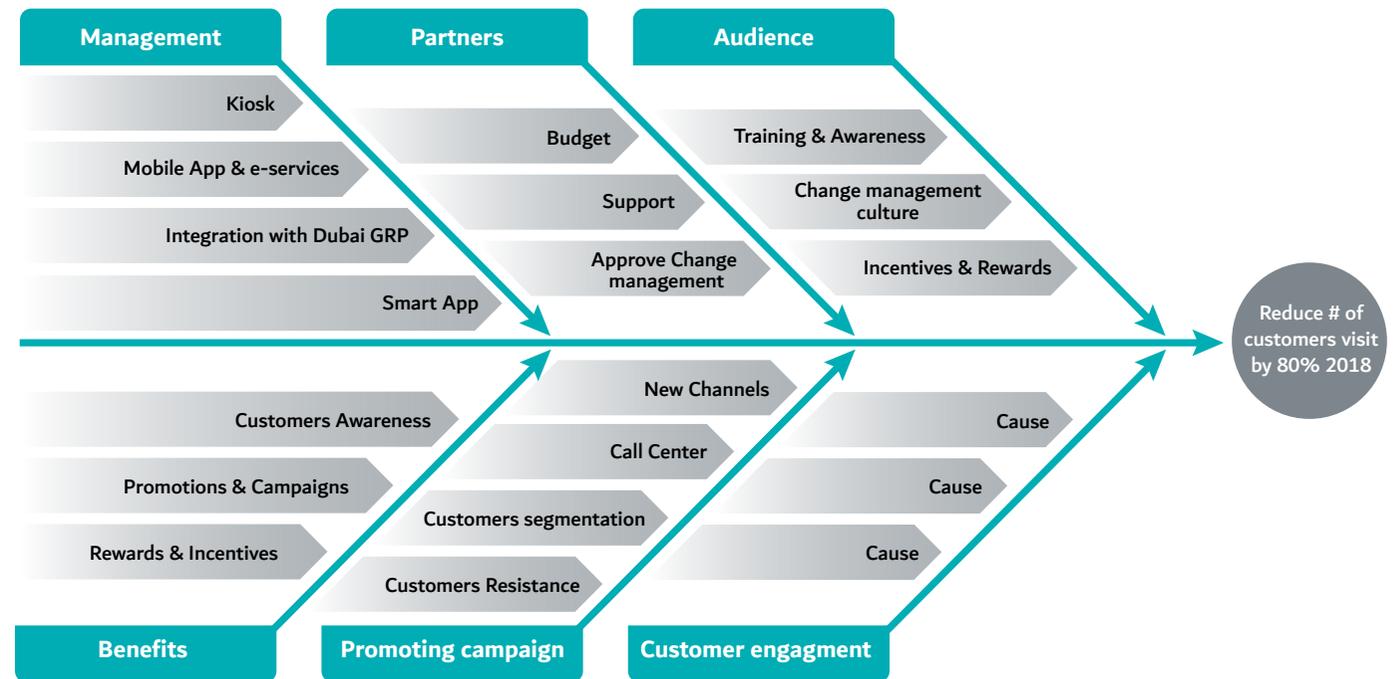
Figure 15.1 MRHE's fishbone diagram describing the challenges faced in reducing customer visits

Mohammed Bin Rashid Housing Establishment

Improving Customer Experience

Gender

- 27% Male
- 73% Female

Age

- 16%
- 2%
- 82%

- 20-39
- 40-50

What the reason for your visit

- 40%
- 20%
- 2%
- 33%
- 5%

- New application
- Upgrade application
- Application process
- Exececution the services
- other

How many times you have visited the establishment during 2015

- 8%
- 69%
- 23%

- 1-3
- 3-4
- more than 5

What is your favorite channel for communication

- 29%
- 60%
- 11%

- Visit the establishment
- Smart services and website
- Call centre

Do you know about our smart application

- 38%
- 62%

- Yes
- No

Figure 15.2 MRHE's analysis of customer data

Project Aim and Scope

The aim of the project was to enhance customer engagement and uptake of smart services to reduce service counter visits. The project would focus on increasing the level of customer awareness, understanding and use of smart services whilst providing improved levels of customer service. It is expected that the project would meet its objectives by 2018.

Research – Research current state

In order to understand the current state, the MRHE Benchmarking Team undertook a data analysis of its queue system and housing data, used a fishbone diagram (Figure 15.1), process maps and a design service matrix. The team also designed a questionnaire to collect data from 176 customers about their perception of the services of MRHE.

This analysis showed that the most popular services were "To whom it may concern certificates" and "general queries". Also, the customer segments which used the customer service centre the most were identified (Figure 15.2). The analysis showed that 62% of customers were unaware about MRHE's smart services.

Acquire – Acquire best practices

In order to acquire best practices, MRHE's benchmarking team developed criteria for selecting benchmarking partners and prioritized questions to ask. Benchmarking partners were interacted with in different ways including partner presentations, site visits and interviews to get in-depth knowledge of the operations of the organisations. The team also conducted simulated benchmarking visits before the actual visits to prepare team members for their specific roles.

The MRHE benchmarking team visited the following 4 benchmarking partners: Ajman Land and Property Department, UAE, Emirates, UAE, Knowledge and Human Development Authority, UAE, and the Labour Market Regulatory Authority, Bahrain.

Deploy – Communicate and implement best practices

Based on the benchmarking visits, the MRHE team developed a plan of initiatives to implement in phases. Three practices were implemented: a) Prepare marketing campaigns for all MRHE smart services to raise customer awareness b) Adapt the 'To whom it may concern' certificate so that it may be marketed as a smart service c) Activate SMS to provide customers with up-to-date application status.

Figure 15.3 MRHE's Benchmarking team

In addition, three practices are planned for future implementation: a) Provide a Smart Kiosk for customers b) Customer segmentation according to age so that services and marketing can be better targeted c) Community awards that engage the community and get them involved and commenting on MRHE's services. Figure 15.3 shows the MRHE Benchmarking Team in a meeting.

Evaluate – Evaluate the benchmarking process and outcomes

This is an on-going project that will span 3 years. The development of the strategy will reduce customer visits to the service centre by 80%. Preliminary results are positive and include the following:

- Improvement in smart service usage from 3.75% in 2015 to 13.5% in Q3 /2016,

- Increase in smart application/online services views to 36077 in Q3/2016

- Increase in marketing related content by 5% in Q3/2016

- Saving customers' time and increasing their happiness

The successful delivery of the project will result in an optimisation of assets and resources (including human resources), a reduction in stationery costs and eliminate the need to open new customer service centres. Furthermore, customers will better optimise their time by using smart services instead of physically visiting service centres.

A summary of the project achievements of MRHE is shown in Figure 15.4:

Mohammed Bin Rashid Housing Establishment

Improving Customer Experience

TERMS OF REFERENCE

Aim: To enhance customer engagement and use of smart services to reduce service counter visits.

RESEARCH

Initial research: This project stemmed from the demands of his highness Sheikh Mohammed bin Rashid al Maktoum "to reduce the number of customers in government service centres by 80 per cent" through the use of smart services by 2018. An investigation of current processes and performance via brainstorming, fishbone diagrams, analysis of queuing system data, housing database information and a customer survey revealed the most popular service (To whom it may concern certificates) and which customer segments used the customer service centre the most. The analysis also showed that 62% of customers were unaware about smart services. Therefore, the project should focus on improving the smart services and its uptake.

ACQUIRE

Methods of learning: Desk-top research (minimum of 25 practices reviewed), Site Visits/Face to Face Meetings, Phone Calls.

Number of site visits: 4

Number of organisations interviewed (by site visit or phone calls): 4

Names of organisations interviewed (by site visit or phone calls): Ajman Land & Property Department (UAE), Emirates (UAE), KHDA (UAE), Labour Market Regulatory Authority (LMRA) (Bahrain)

Number of best practices/improvement ideas collected in total: 31

Number of best practices/improvements ideas recommended for implementation: 6

DEPLOY

Number of best practices/improvements approved for Number of best practices/improvements approved for implementation: 6

Description of key best practices/improvements approved for implementation: Three practices were implemented: a) Prepare marketing campaigns for all MRHE smart services to raise awareness, b) Adapt the 'To whom it may concern' certificate so that it may be marketed as a smart service c) Activate SMS to provide customer with application status. Three practices are planned: a) Provide Smart Kiosk for customers b) Customer segmentation according to age so that services/marketing can be targeted c) Community awards that engage the community and get them involved and commenting on MRHE's services.

EVALUATE

Key achievement: Developed a strategy on how to "to reduce the number of customers visiting its service centres by 80 per cent" by 2018. Three practices have been implemented and others will follow. These practices focus on providing smart services and improved marketing of these services.

Financial benefits achieved within one year and expected future benefits:

- Optimum utilisation of assets and resources. Employee jobs can be redefined and counters/space can be leased.
- Due to the decrease in branch visits, there is no need to invest in a new branches or expand the current building.
- Reduce stationary cost due to moving to smart applications/ online services
- ghghaSaving the customer's time and money as a result of less visits
- Reduction in environmental impact/costs due to less car trips for the customer and less paper documentation

Non-financial benefits achieved within one year and expected future benefits:

(this is a three-year project and evaluating the outcomes will be done in 2018. The preliminary results are positive).

- Improvement in smart usage from 3.75% in 2015 to 13.5% in Q3/2016,
- Increase in smart application/online services views to 36077 in Q3/2016
- Increase in marketing related content by 5% in Q3/2016
- Saving the customers' time and increasing the customers' happiness

Status of project					
	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	28 October 2015	17 November 15	19 January 2016	15 April 2016	6 September 2016
Finish:	8 November 2015	20 March 2016	27 September 2016	27 September 2016	2018

Figure 15.4 Summary of the project achievements of MRHE within one year

Road and Transport Authority
Knowledge Repository Gateway

The Road and Transport Authority (RTA) project was selected for inclusion in the 'Dubai We Learn' initiative. The team members were trained on the TRADE methodology in October 2015 and were awarded TRADE Benchmarking Proficiency Certificate (3 to 4 Stars) by the

Centre for Organizational Excellence Research in October 2016. The progress achieved for each stage of the TRADE methodology is presented below.

Road and Transport Authority
Knowledge Repository Gateway

The aim of the project was to identify and implement best practices in the area of Knowledge Management and sharing among employees.

Figure 16.1 The RTA team in a meeting with DGEP and COER

Terms of Reference – Plan the Project

Background

RTA has more than 3200 employees working on over 300 projects. These employees are based in many locations across Dubai and operate in 8 different sectors and agencies comprising more than 42 departments. This profile of employees means that the RTA possesses a significant amount of critical knowledge in different areas. However, the geographical and organisational dispersion means that the knowledge base of the organisation is diversified and can be challenging to access. The key question is how can RTA more effectively utilize its employees' knowledge and retain it within the organization so when these experts resign or leave this knowledge is not lost? RTA has conducted knowledge audits twice yearly, and it was obvious during these assessments that employees across RTA were have difficulty in identifying experts in specific fields. It was determined that an expertise locator system could help to solve these issues and enhance employees' overall performance, reduce mistakes, support innovation and creativity. A successful knowledge repository can also have potential for application in other fields across Dubai Government operations.

Project Aim and Scope

The aim of the project was to identify and implement best practices in the area of Knowledge Management (KM) and encourage knowledge sharing among employees particularly from subject experts to other employees. The project aims at efficiently utilizing the internal knowledge of RTA by maximizing the application of its employees' expertise. The project will develop a knowledge repository in RTA – an expert locator that will deploy the tacit knowledge of experts in RTA, retain their knowledge, and make it accessible to all employees.

In order to achieve these aims the project will need to determine how to identify Subject Matter Experts (SMEs) in RTA and how to motivate and reward them to share their expertise. This will enable RTA to become a learning organization and gain benefits of reduced costs of training and consultancy. In addition, a KM repository will eliminate the retention of knowledge in departmental silos. Figure 16.1 shows the benchmarking team in a meeting with DGEP and COER at the start of the project.

Research – Research current state

In order to investigate the current stage, the RTA Benchmarking team made use of the results of its six-monthly knowledge audits, brainstorming sessions and fishbone diagrams. Focus groups were used to further understand the knowledge access challenges faced by RTA's employees. The analysis identified a number of gaps including the inadequacy of the IT system, keeping KM manuals up-to-date and the need to integrate KM processes with RTA's strategic goals. Analysis showed that the current KM framework required tighter definitions and 80% of employees indicated a strong need for an expertise locator while current KM approaches need to be reviewed in line with 4th Generation of Excellence (the Dubai Government Excellence Program).

Acquire – Acquire best practices

A key consideration for identifying potential benchmarking partners was the need for partners to have deployed or have expertise in knowledge repositories since this was central to RTA's objectives. Desktop research was carried out by the benchmarking team and additional input was given by COER. In particular, the research on how Siemens used its expert locator to save costs and improve project efficiency was of interest. Ultimately, two organisations were selected to be benchmarking partners. These were:

- Dubai Police – a site visit was carried out to understand how the organisation uses training as a knowledge management tool.

- NASA – the Chief Knowledge Officer for NASA was invited to give a seminar by RTA. NASA has a very advanced KM portal that could guide RTA in developing their knowledge repository.
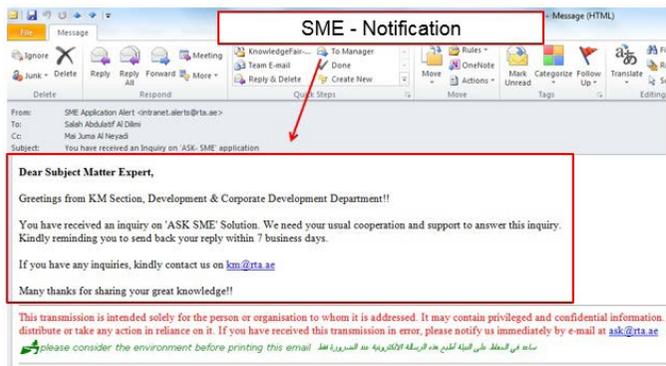
Figure 16.5 SMEs receive questions in their email inbox and have one week to respond
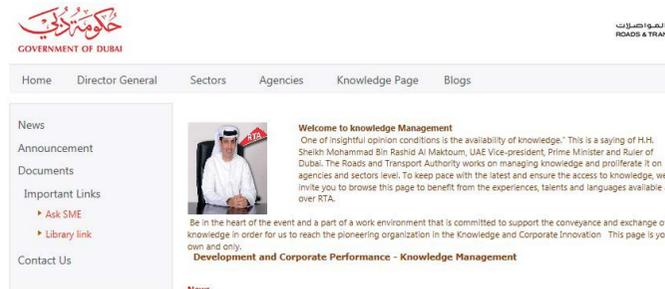
Figure 16.2 Work has begun on a KM Gateway with links to a SME portal called "Ask SME"
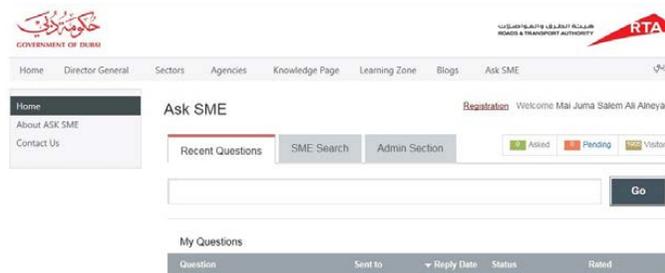
Figure 16.3 Home page of the Ask SME portal
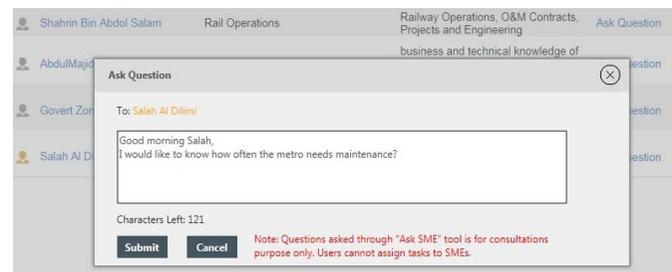
Figure 16.4 Example of a 'question' page of the ASK SME portal

The key findings from the acquire stage were that it would be beneficial to have a dedicated KM gateway and framework that links all organisational units and is accessible for all employees to use, KM should be given a high status in the organisational structure with ideally a dedicated Chief Knowledge Officer position in place, there should be a KM policy which engages senior leadership at all levels in the organization, there should be a state-of-the-art IT platform and portal to support the KM gateway and provide access to SMEs with internationally renowned KM software, and finally there should be a no blame culture which converts negative perspectives to lessons learnt through an approach named "my best mistake".

Deploy – Communicate and implement best practices

A total of 36 improvement ideas were identified and 5 were approved for implementation. Three best practices were implemented within the time-frame of Dubai We Learn; updating the KM manual, updating the SME manual and expert locator system, and changing the organizational structure to create a more strategically aligned KM business function. Two best practices are in process; establishing a KM gateway intranet to encourage a greater sharing of knowledge and launching a major project aimed at developing RTA's KM strategy. Figures 16.2 to 16.5 show the work completed so far on the KM Gateway and the SME portal called "Ask SME".

Evaluate – Evaluate the benchmarking process and outcomes

The evaluation phase of the project is on-going. However, the initial indicators are that the interventions undertaken have been well received by RTA staff. The "Ask SME" system already has 300 registered profiles and 8000 users with an increase in subject matter experts from 45 to 65. RTA's KM maturity level increased from 3.7 in 2015 to 3.9 in 2016 (this was measured by a KM maturity assessment tool developed by the US Army). The changes to the organisational structure to support KM and the learning from this project will assist RTA in developing a more effective knowledge management strategy for the future with significant productivity gains expected.

A summary of the project achievements of RTA is shown in Figure 16.6:

TERMS OF REFERENCE

Aim: To identify and implement best practices in the area of knowledge management (KM) and knowledge sharing among employees (especially from experts to other employees).

RESEARCH

Initial research: Analysis of Knowledge Audit results and other investigative research showed that RTA with over 3,200 people working on over 300 projects, had a number of challenges with its KM system. Analysis showed that the current KM framework required tighter definitions, the supporting IT system lacked a structured intranet taxonomy, 80% of employees indicated a strong need for an expertise locator, KM manuals need to be updated to reflect current status and future requirements, KM-related processes need to be integrated with RTA's strategic goals and current KM needs to be reviewed in line with 4th Generation of Excellence (the Dubai Government Excellence Program).

ACQUIRE

Methods of learning: Desk-top research (minimum of 23 practices reviewed), Site Visits/Face to Face Meetings, Survey, Phone Calls.

Number of site visits: 2

Number of organisations interviewed (by site visit or phone calls): 2

Names of organisations interviewed (by site visit or phone calls): Dubai Police (UAE), NASA (USA)

Number of best practices/improvement ideas collected in total: 36

Number of best practices/improvements ideas recommended for implementation: 5

DEPLOY

Number of best practices/improvements approved for implementation: 5

Description of key best practices/improvements approved for implementation: Three best practices were implemented; updating the KM manual, updating the Subject Matter Experts manual and expert locator system, and changing the organizational structure to create a more strategically aligned KM business function. Two best practices are in process; establishing a KM gateway intranet to encourage a greater sharing of knowledge and launching a major project aimed at developing RTA's KM strategy.

EVALUATE

Key achievement: RTA's KM maturity level increased from 3.7 in 2015 to 3.9 in 2016 and improvements to the expert locator system were made with an increase in subject matter experts from 45 to 65. The changes to the organisational structure to support KM and the learning from this project will assist RTA in developing a more effective knowledge management strategy for the future with significant productivity gains expected.

Non-financial benefits achieved within one year and expected future benefits:

- Set up the foundations for an effective knowledge management strategy
- Growth in the use of the expertise locator with 8000 users and 300 registered profiles
- Expertise locator saves cost and leads to timely and accurate execution of projects
- Improved compliance with KM KPI's across RTA
- Increased number of subject matter experts in RTA from 45 to 65
- Increased staff awareness of knowledge management in general
- Increased KM maturity level from 3.7 to 3.9

Financial benefits achieved within one year and expected future benefits:

- Savings in training cost by utilizing Subject Matter Experts expertise to train and mentor RTA staff.
- Better decision making leading to increased productivity and improved utilisation of resources.
- Reduction in environmental impact/costs due to less car trips for the customer and less paper documentation

Status of project					
	Terms of Reference	Research	Acquire	Deploy	Evaluate
Start:	1 November 2015	1 December 2015	15 January 2016	15 February 2016	1 August 2016
Finish:	5 November 2015	30 December 2015	1 February 2016	1 April 2016	December 2016

Figure 16.6 Summary of the project achievements of RTA within one year

Evaluation of Projects

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

The Dubai We Learn projects were closely monitored throughout the year and recognition to the teams was given at regular points to encourage and celebrate their success. The key milestones for the projects were the 3 Progress Sharing Days and final Closing Sharing Day. On each of these days the teams would come together and give presentations on the progress of their projects. Whilst recognition was important as a motivator the prime purpose of these days was to encourage sharing and learning between the projects teams.

Progress Sharing Day Recognition

Three Progress Sharing Days were held during the project duration. At each Progress Sharing Day, all benchmarking teams gave a 10 minute presentation showcasing the progress they had made. To encourage the teams and celebrate their success, experts from COER and participants from the teams that were not presenting were able to vote on which teams had achieved the most progress since the previous Progress Sharing Day. The first sharing day was held in November 2015, the second held in January 2016 and the third in April 2016.

- At the 1st Progress Sharing Day, Dubai Statistics Centre were recognised as making the most progress. Runners up of equal status were DCAA and Dubai Courts.

- At the 2nd Progress Sharing Day, Dubai Municipality were recognised as making the most progress. Runners up of equal status were MRHE and DCAS.

- At the 3rd Progress Sharing Day, Dubai Statistics Centre were recognised as making the most progress. Runners up of equal status were DEWA, KHDA and Dubai Municipality.

Closing Sharing Day Recognition

On 5th October 2016, a Closing Sharing Day was held which marked the end of the 1st cycle of the Excellence Makers Program. This was almost a year after the start of the projects and represented the end of project support by COER and DGEP. The projects were at different stages of completion due to their varying levels of complexity and dependent on the nature of the best practices being implemented which ranged from the simple (e.g. opening up board meetings to employees) to the complex (e.g. a revamped departure process at Terminal 3, Dubai Airport). All the projects had completed the acquire stage of TRADE but some were in the process of implementation whilst others needed more time to evaluate the impact of their projects. Whether the projects had finished or not they were assessed by an expert panel and recognition was given based on each team's presentation and benchmarking report. The Closing Sharing Day was attended by the 13 teams, their guests and sponsors, DGEP executives and COER members and an expert panel.

The Excellence Makers Program aimed to build the capability of government employees in using a systematic learning methodology, the TRADE Benchmarking Methodology. Through the application of this methodology it was expected government entities would find, adapt and implement innovative practices to elevate government performance. The Closing Sharing Day served as a mechanism to see if the program's aims had been met. The projects were assessed using the TRADE certification scheme. Each benchmarking team was required to give a 12 minute presentation on how they had undertaken their project and the outcomes achieved so far. The projects were evaluated by an expert panel and awarded a grade using the TRADE Benchmarking Certification levels shown in Figure 17.1. The evaluation was based on both the teams' presentations and a benchmarking report and supporting documentation.

Evaluation of Projects

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

Figure 17.1 TRADE Benchmarking Certification levels.

Figure 17.2 Dubai Municipality receiving 7 star recognition at the Closing Sharing Day, 5th October 2016

Figure 17.4 Dubai Statistics receiving 7 star recognition at the Closing Sharing Day, 5th October 2016

Figure 17.3 KHDA receiving 7 star recognition at the Closing Sharing Day, 5th October 2016

Figure 17.5 DEWA receiving 7 star recognition on 19th April 2017

All the projects received 3 to 4 stars or higher which was a significant achievement within one year. This meant all benchmarking team members achieved TRADE Benchmarking Proficiency – Silver Level. Four of the teams achieved 7 Star recognition and of these four, three of them achieved this within the one year time frame of the Excellence Makers Program, these were Dubai Municipality, Knowledge and Human Development Authority and Dubai Statistics Centre. The fourth team from DEWA achieved 7 Star recognition 6 months later as they needed more time to demonstrate the results from their project. One team achieved 5 to 6 Star recognition, this was DCAS. Figures 17.2 to 17.5 shows photographs of the teams given 7 star recognition whilst Figure 17.6 shows the level of recognition received by each team, and Figure 17.7 shows a photograph of the expert panel.

At the Closing Sharing Day a number of Executive Council senior executives gave their opinion on Dubai We Learn. When presenting the project teams with their recognition certificates His Excellency Abdulla Al Shaibani, Secretary General of the Executive Council of Dubai, Figure 17.8, said "This initiative

7 Stars ★★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Government Entity	Project title
Dubai Municipality	Improving Purchase Procedures and Channels
Dubai Statistics Center	Innovative Statistics
Knowledge & Human Development Authority	People Happiness
Dubai Electricity & Water Authority	Shams Dubai Initiative - Increasing Customer Awareness and Engagement
5 to 6 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Government Entity	**Project title**
Dubai Corporation for Ambulance Services	Development of Emirati Paramedic's Leaders
3 to 4 Stars ★★★★ (TRADE Benchmarking Proficiency Certificate)	
Government Entity	**Project title**
Dubai Courts	Personal Status Smart Certifications Services
Dubai Culture	Developing National Human Resources for Museums
Dubai Land Department	Towards Happy Employees
Dubai Police	Integrated Knowledge Management
Dubai Public Prosecution	Judicial Knowledge Management
General Directorate of Residency & Foreigners Affair	Developing a World-Class Customer Service Design Process
Mohamed Bin Rashid Housing Establishment	Improving Customer Experience
Road and Transport Authority	RTA's Knowledge Repository Gateway

Figure 17.6 The recognition awarded to each project team.

Figure 17.7 The expert panel consisted of Arndt Husar, Deputy Director, United Nations Development Programme, Global Centre for Public Service Excellence, Singapore (left side), Professor Dotun Adebanjo, University of Greenwich, London (right side), and Dr Robin Mann, Founder of the Centre for Organisational Excellence Research, New Zealand (in the background).

Figure 17.8 His Excellency Abdulla Al Shaibani, Secretary General of the Executive Council of Dubai, with the COER and DGEP team (represented by Dr Robin Mann, Dr Ahmad Al-Nuseriat and Dr. Zeyad El Kahlout). The Executive Council supports the Dubai Government Excellence Program and Dubai We Learn.

has raised the awareness and importance of benchmarking and organisational learning among our employees. The project teams have captured, adapted and applied global best practices to create innovative next practices enabling government entities to become leaders in their field." He further noted that, "One of the most important goals of the initiative is to support the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, and create a front row of young, educated and cultured leaders according to the best international practices in the field of government excellence."

Evaluation of Projects

Figure 17.9 Dr Ahmad Al Nuseirat, Coordinator-General, DGEP speaking at the Closing Sharing Day

Figure 17.10 Dr Robin Mann, Founder of the Centre for Organisational Excellence Research, at the Closing Sharing Day

Dr Ahmed Al Nuseirat, General Coordinator, DGEP, Figure 17.9, said "The program aims to achieve a quantum leap in organisational learning leading to breakthrough improvements in government processes and system. The program enables government entities to learn from local and international best practices with the aim to improve government performance to world-class levels."

Dr. Zeyad El Kahlout, Senior Quality and Excellence Advisor, DGEP, who worked closely with COER supporting the projects, stated "the Excellence Makers Program within the Dubai We Learn initiative has succeeded in creating a culture of organizational learning and continuous improvement in the participating government entities. Using the TRADE tool has enabled the participating teams to plan, document, and implement their benchmarking projects in a very efficient and effective way which led to great results"

Reflecting on the projects, Hazza Al Nuaimi, Senior Manager Excellence Initiatives at DGEP, added, "The project teams used the "TRADE" methodology for organisational learning and best practices benchmarking, which is considered a systematic methodology that involves research and the implementation of leading practices. This will help the government of Dubai to become one of the best governments in the world"

Dr. Robin Mann, Director of COER, Figure 17.10, concluded the Closing Sharing Day by saying "It has been a privilege to work alongside DGEP and assist these benchmarking teams with their projects. It has been an incredible experience to see how individuals and teams have grown with their learning over the last year. It is their enthusiasm, hard work, and obvious pride in working for the government of Dubai that has enabled all the teams to use this program as a springboard for their own success and the future success of Dubai".

Key Achievements

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

The Dubai Government Excellence Program (DGEP) is at the forefront of facilitating capability development initiatives and activities across government entities. 'Dubai We Learn' is one such initiative. Launched and managed in partnership with the Centre for Organisational Excellence Research (COER), New Zealand, the initiative has involved guiding 13 government entities in the completion of important strategic projects.

Key achievements of 'Dubai We Learn' projects

The 13 projects selected for Dubai We Learn's Excellence Makers Program encompassed a range of projects types that ranged from customer service to knowledge management, process improvement, leadership development and innovation management. The successful deployment of improvement activities across all projects within the limited timeline of the initiative is testament to the commitment, passion and energy of the project teams and their sponsors. In addition, it highlights the versatility of the TRADE Benchmarking Methodology and its applicability to a variety of project types in a variety of organisations. Figure 18.1 provides a summary of the key achievements of the 13 projects and Figure 18.2 classifies these achievements into financial, customer/citizen, human resource, and environmental benefits.

The achievements from the Excellence Makers Program have been outstanding especially as some of the projects are still implementing some of the ideas and practices and others are in the early stage of collecting results. The program is leading to substantial stakeholder impacts for Dubai citizens and residents, Dubai visitors, government employees and the environment. The projects have saved or generated millions of AED through waste reduction, new innovations and productivity gains. The learning from these projects has led to more benchmarking projects being undertaken as the team members become ambassadors of benchmarking and organisational learning. The success of the projects has led to raising the reputation of the Dubai government. A number of the government entities have gone on to showcase their projects internationally and received recognition at the highest level. For example, the projects of DCAS, Dubai Municipality and KHDA have been presented on the international stage and led to recognition at the International Best Practice Competition.

Key Achievements

Government Entity	Project title	Key achievements of projects within one year time frame
Dubai Corporation for Ambulance Services (DCAS)	Development of Emirati Paramedic's Leaders	Development of an Advanced Paramedic Training Course, approval by the UAE National Qualification Authority and Ministry of Education Authority, recruitment of 20 students and launch of the training course. This will result in better health outcomes for emergency patients with an increase in survival rates from 4% to 20% for out of hospital cardiac arrests, a reduction in patients requiring hospitalisation, and an increase in revenue from insurance claims by 45 million AED per year.
Dubai Courts	Personal Status Smart Certifications Services	Transformed 39 Personal Status Certification services, processing approximately 29,000 certificates per year, into smart services. This reduced processing time by 58%, saved 77% of the service cost (saving 3,712,000 AED per year) and 87% of customers indicated they were satisfied or extremely satisfied with the new services.
Dubai Culture and Arts Authority	Developing National Human Resources for Museums	Development of a training plan and method of delivery to support all 48 staff (from security to management) assigned to work at the Etihad Museum which opened on the 2nd Dec 2016. The training plan aims to ensure that more highly qualified staff are developed and retained and a world-class visitor experience is delivered. The learning from this project will be applied to other museums that DCAA operates.
Dubai Electricity & Water Authority (DEWA)	Shams Dubai Initiative - Increasing customer awareness and engagement	Major transformation in approach to how Shams Dubai is promoted and marketed leading to an increase in customer awareness from 55% to 90% (within 3 months), and an overall outcome of 1479% total growth of solar installation projects (an increase from 29 to 487 projects within 12 months).
Dubai Land Department	Towards Happy employees	Implemented a range of initiatives to improve employee happiness which assisted in obtaining the Investors in People Standard (silver certificate) and is showing good early results with an increase in employee happiness from 83% to 86% and improvements in a range of other satisfaction measures.
Dubai Municipality	Improving Purchase Procedures and Channels	Savings in excess of 2,000,000 AED per annum through a faster automated purchasing requisition process (from 74% of purchase requisitions completed within 15.5 days to 97% of purchase requisitions completed within 12.2 days), removal of all 20,219 printed purchase requisitions, reductions in the number of purchase requisitions being cancelled from 848 to 248 per annum and the number of retenders reduced from 630 to 403 per year. These achievements benefit all stakeholders (internal departments and suppliers) that use the purchasing system.

Figure 18.1 Summary of project achievements.

Government Entity	Project title	Key achievements of projects within one year time frame
Dubai Police	Integrated Knowledge Management	Development and implementation of a knowledge transfer process with 26 knowledge officers appointed and trained (one for each police department and station) and roll out of 33 projects addressing knowledge gaps and producing savings/productivity gains in excess of 900,000 AED. This included the development of a knowledge transfer indicator to measure the effectiveness of each stage of the knowledge transfer process.
Dubai Public Prosecution	Judicial Knowledge Management	Identified the factors that are affecting the transfer of Judicial Knowledge between prosecutors, staff and stakeholders and implemented: an e-library, internal webpages for sharing documents and knowledge, rewards for sharing knowledge, and a knowledge bulletin. Results expected are a greater sharing of knowledge between prosecutors, staff and stakeholders leading to productivity gains and more accurate decisions (therefore less re-work/re-trials).
Dubai Statistics Center (DSC)	Innovative Statistics	Undertook a comprehensive analysis of innovation maturity and developed and implemented an innovation management strategy and system based on best practices. Achieved certification to the Innovation Management Standard CEN TS 16555-1, won the International Business Award 2016 in the Most Innovative Company of the Year Category for the Middle East and Africa (Gold Winner) and increased the number of employee suggestions from 186 to 357 per annum.
General Directorate of Residency & Foreigners Affairs Dubai (GDRFA)	Developing a World-Class Customer Service Design Process	Piloting of a new passenger pre-clearance system (a world first) in Terminal 3 Dubai Airport that reduced the processing time of documents/passport check-in to 7 seconds, an improvement of almost 80%. With a shorter processing time at the counters, waiting time during peak time was reduced to a maximum of 15 minutes and nearly tripled the capacity to over 4,000 passengers per hour. Once fully implemented at Terminal 3 the new system is likely to save the airport more than 36,000,000 AED per year.
Knowledge & Human Development Authority (KHDA)	People Happiness	21 practices implemented within one year to improve employee happiness from 7.3 to 7.6 to place KHDA among the top 10% happiest organisations (according to the Happiness @ Work survey). Successful implementations included major changes to workplace design, a new recognition system, 30 employees on average attending each open board meeting, 6 circles created through a holocracy initiative, 28 schools applied for the Healthy & Happy School Awards 2017, and 40 schools and 9000 responses to the School Climate Survey.

Figure 18.1 Summary of project achievements.

Key Achievements

Government Entity	Project title	Key achievements of projects within one year time frame
Mohamed Bin Rashid Housing Establishment (MRHE)	Improving Customer Experience	Developed a strategy on how to "to reduce the number of customers visiting its service centres by 80 per cent" by 2018. Three practices have been implemented and others will follow. These practices focus on providing smart services and improved marketing of these services.
Road and Transport Authority (RTA)	RTA's Knowledge Repository Gateway	RTA's KM maturity level increased from 3.7 in 2015 to 3.9 in 2016 and improvements to the expert locator system were made with an increase in subject matter experts from 45 to 65. The changes to the organisational structure to support KM and the learning from this project will assist RTA in developing a more effective knowledge management strategy for the future with significant productivity gains expected.

Figure 18.1 Summary of project achievements.

Financial Benefits	Customer/Citizen Benefits
• Increase in revenue from insurance claims by 45 million AED per year and savings of 1 to 5 million from less hospitalization cases (DCAS)	• Better health outcomes for emergency patients such as increase in survival rates from 4% to 20% for out of hospital cardiac arrests (DCAS)
• A saving of 77% of the service cost (3,712,000 AED per year) for 39 Personal Status Certifications services (Dubai Courts)	• Smart services reducing processing time by 58% and 87% of customers indicating they are satisfied or extremely satisfied with the new services (Dubai Courts)
• More visitors to museums and Dubai leading to more revenue for Dubai due to an improved cultural experience (DCAA)	• Increase in customer satisfaction and happiness levels of the visitors to museums (Dubai Culture)
• Average acquisition cost per new customer reduced by 92% and average generation cost per lead reduced by 77% (DEWA)	• Customer awareness on Shams Dubai increased from 55% to 90% (DEWA)
• Reduced employee turnover and absence rates resulting in greater productivity and less expense spent on recruitment (Dubai Land)	• 74% of purchase requisitions completed within 15.5 days to 97% of purchase requisitions completed within 12.2 days benefiting internal and external customers (Dubai Municipality).
	• Improved customer satisfaction ratings to above 90% with increased criminal convictions through discovering more drugs cases and reducing the number of acquittals due to procedure errors (Dubai Police)

Figure 18.2 Project benefits classified into financial, customer/citizen, human resource, and environmental benefits.

Financial Benefits	Customer/Citizen Benefits
• Savings in excess of 2,000,000 AED per annum through a faster automated purchasing requisition process (Dubai Municipality)	• More accurate decisions by Public Prosecutors will lead to a reduction in re-work/re-trials (Public Prosecution)
• Reduced time spent on cases and less errors through better knowledge management will produce a significant cost saving (Dubai Prosecution)	• Increased number of suggestions from 186 in 2015 to 498 in 2016 leading to an improved service and an increase in customer satisfaction about DSC's creativity and innovation from 86.4% to 88.9% from 2015 to 2016 (Dubai Statistics)
• Saving around 360,000 AED from developing the innovation strategy and management system in-house. Embedding a culture of innovation is expected to increase staff productivity (Dubai Statistics)	• The processing time at passport control reduced from 33 seconds to 7 seconds (average) (GDFRA)
• Saving around 3,905,000 AED per month within Terminal 3 from reallocation of immigration staff and greater savings expected when rolled out to Terminal 1 and 2. (GDFRA)	• Introduced the Healthy & Happy School Awards 2017 which 28 schools applied for and the School Climate Survey which 40 schools participated in with 9000 responses indicating happiness rates of 83% in primary schools and 78% within secondary schools (KHDA)
• Saving around 3,905,000 AED per month within Terminal 3 from reallocation of immigration staff and greater savings expected when rolled out to Terminal 1 and 2. (GDFRA)	• Improvement in smart usage from 3.75% to 13.5% with further improvements expected due to the smart strategy (MRHE)
• Benefits in employee turnover, spending efficiency, productivity due to an increase in employee happiness (KHDA)	• Growth in the use of the expertise locator with 8000 users and 300 registered profiles (RTA)
• Improved utilisation of assets and resources when moving away from counter services to smart services (MRHE)	
• KM strategy and system leading to increased productivity and improved utilisation of resources (RTA)	

Figure 18.2 Project benefits classified into financial, customer/citizen, human resource, and environmental benefits.

Key Achievements

Environmental Benefits	Human Resource Benefits
• Reduced use of paper and ink by customers saving power and the environment (Dubai Courts) • An increase from 29 to 487 solar panel installation projects within 12 months (DEWA). • Reduction in the number of printed purchase requisitions from 20,219 to 0 pieces of paper per year (Dubai Municipality) • Reduction in environmental impact/costs due to less car trips for the customer and less paper documentation (MRHE)	• More Emirates joining and staying in the Ambulance Service with 100 to be trained as Advanced Paramedics by 2021 (DCAS) • Increase in the number of qualified nationals in the field of museum management (DCAA) • Recognition at the Investors in People Standard (silver certificate) (Dubai Land) • 33 Police Officers trained in knowledge management with 26 appointed as knowledge officers (Dubai Police) • Greater sharing of knowledge between prosecutors, staff and stakeholders (Public Prosecution) • Raised level of innovation management from 53.7% to 87.96 (IMS Checklist) and received certification to Innovation Management Standard CEN TS 16555 in January 2017 and an increase in employee satisfaction with the suggestion system from 90.4% to 98.5% from 2015 to 2016 (Dubai Statistics) • 21 practices implemented within one year to improve employee happiness to place KHDA is among the top 10% happiest organisations that use the Happiness @ Work survey. (KHDA) • Changes to the organisational structure to support KM and improved general understanding of KM (RTA)

Figure 18.2 Project benefits classified into financial, customer/citizen, human resource, and environmental benefits.

Lessons Learnt and Key Success Factors

This chapter presents the lessons learnt and key success factors for undertaking benchmarking projects. This is followed by a conclusion explaining how the initial success of Dubai We Learn can built on to foster and embed an organisational learning culture throughout Dubai Government.

Lessons Learnt

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

Comments on the **TRADE Benchmarking Methodology:**

- TRADE benchmarking has enabled a mind-set and culture of continuous improvement and change management to be developed.

- TRADE methodology is a very practical, systematic and user friendly tool that can be easily applied in any benchmarking project.

- TRADE benchmarking is a great methodology to support any project. By using TRADE we learn at each stage different perspectives of the benchmarking process.

- TRADE provides a strong risk management approach ensuring the success of projects. If unavoidable risks arise we can manage it by this methodology.

- The TRADE spreadsheet has provided a standardized methodology and processes to achieve actual project improvement.

- We see TRADE as a new process in knowledge management. The entire establishment now understands what is required to conduct a benchmarking study.

- The TRADE methodology and the resources within it form an organized and research-based framework for managing projects. This is very important for employees with little experience in project management and benchmarking.

- Including the TRADE methodology in our organisation's benchmarking manual will lead to a sustainable and effective approach for benchmarking.

- A clear methodology such as TRADE sets the baseline for ensuring proper information gathering and implementation.

- Through TRADE we achieved unexpected breakthroughs and success by learning from best practices.

- Benchmarking did not only give us best practices and improvement ideas but has also validated some of our current practices as best practices.

- The TRADE methodology we used for the Dubai We Learn project was adopted for another project for which our best practice won an international competition.

Comments on the importance of **Leadership:**

- Leadership, staffing and collaboration must be strong because is important to ensure the right guidance is in place throughout the project.

- Each project needs strong leadership involvement and commitment.

- Leaders need to show strong support for the project.

- Regular communication with the sponsor and sponsorship support was critical to the success of the project.

- The success of a project is highly dependent on the commitment of the team members as well as the commitment of senior management. Budget allocation can be a main constraint on a project but also can be used as an opportunity to look for innovative cost-efficient ways to conduct benchmarking and project tasks.

- The knowledge and experience of senior leaders should be utilised in benchmarking projects especially as projects should be strongly aligned to the organisaton's strategy.

Lessons Learnt and Key Success Factors

Comments on the importance of **Teamwork:**

- Good team work and support from existing members was key to the success of the project even during times when some members were on leave.

- Teamwork and sharing ideas proved to be the best approach for a successful project.

- It is very important to get feedback from others - 10 eyes are better than 2 eyes.

- Every member of the team should provide some kind of added value whether through previously gained knowledge or experience on the job or even networks/connections.

- Engage, involve and encourage more participation of people (not just the benchmarking team) to demonstrate more commitment and cooperation.

- Carefully select the benchmarking project team members to effectively and efficiently plan, manage, support and implement the change.

- Working in a team for such a benchmarking project allowed us to learn from each other and from international organizations so that we could be like a Falcon exploring new frontiers!

Comments on the importance of **Change Management:**

- Each project needs a proper change management strategy to reduce change resistance. Stakeholder analysis is very important in order to evaluate their interest and influence on the project. Stakeholder needs and ideas can be addressed through having a clear communication plan especially during the deploy stage because different groups of stakeholders can be impacted differently by the project and sometimes demonstrate change resistance to new ideas.

- It is sometimes difficult to change culture or beliefs that customers have towards a new product especially if there are religious concerns, however through understanding and communicating with the stakeholders the team were able to address these issues in the implementation phase.

- Involve your stakeholders throughout the project and make sure that they are fully informed and engaged.

- Ensure strong stakeholder engagement with key executives to gain commitment to implement the improvement ideas.

- Involving and satisfying stakeholders at each stage of TRADE leads to the best practices being agreed upon and implemented leading to their sustainability.

Key Success Factors for Benchmarking Projects

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

Key success factors for the **Terms of Reference – Plan the project:**

- Define projects clearly and ensure that they fit within your organisational strategy.

- Provide a clear description of the background to the project and put it into the context of the organisation's overall strategy.

- Each project needs a project management plan that includes aim, scope, objectives, roles, time frame, resources, communication plan…etc.

- When identifying the need for the project, view this as an opportunity to gain the commitment of the various parties.

- Have a good understanding of the issues facing the organisation before beginning a project.

- Define the usefulness of the project from a long-term perspective.

- A clear definition of the scope of a project will ensure that everyone has the same understanding of the purpose of the project. This may mean setting up short term targets for long-term projects.

- Provide a detailed breakdown of the objectives of the project with objectives for each stage of TRADE.

- Select an appropriate project team that have the right competencies and can spend time on the project.

- Continually refine the Terms of Reference as the project develops.

- Document in detail project risks and continually assess and mitigate these risks throughout the project.

- Identify the project's stakeholders and how they will benefit from the project.

- Provide a regular bulletin to inform stakeholders about project progress and use other methods such as focus groups to actively obtain stakeholder opinion and ideas throughout the project.

- TRADE training is very useful for all team members but if all team members cannot attend a training course then the key components of the training should be given by one of the team members.

- Weekly or at most monthly progress reviews should be undertaken involving project team members and relevant stakeholders.

Key success factors for **Research current state:**

- Thoroughly assess the current situation using a variety of analysis tools such as process flow charts, fishbone diagrams and value analysis.

- Interrogate the information gathered on current processes and systems by utilising techniques such as rankings, prioritizing matrix and cross-functional tables to determine the key priority areas to focus on.

- Having a thorough and common understanding of the current situation by all team members quickly led to identifying appropriate benchmarking partners and finding solutions.

- Self-assessments proved to be a powerful assessment tool for identifying problem areas at the start of the project and showing how much the organisation has improved at the end of the project.

- Adequate time should be spent on defining relevant performance measures and targets for the project. Targets should be set after consideration of historical performance and benchmark comparisons if available. Targets need to be agreed with senior executives.

- The selection of the right performance measures are critical to effectively measuring the success of the project.

Key success factors for **Acquire best practices:**

- Benchmarking can be conducted through different methods and not necessarily through site-visits. For example, Internal Benchmarking and Desktop research were found to be very useful methods.

- Carry out thorough desktop research as a complement to site visits.

- Benchmarking partners should be selected through using specific selection criteria related to the areas for improvement.

- Completing a benchmarking partners' selection scoring table can be a lengthy process but it is very useful for clarifying what is needed in a benchmarking partner.

- Involve other staff to conduct benchmarking interviews on the team's behalf when opportunities arise (for example, during travel for other work purposes).

- Undertake benchmarking visits outside the focal industry in order to gain a wide perspective of the issues involved .

Lessons Learnt and Key Success Factors

- Makes sure that at least a few benchmarking partners are from outside the industry. The main requirement is that they excel in the areas that are important to improve.

- Record detailed notes on the learning from benchmarking partners.

- Use standardised forms for the capture and sharing of information from site visits.

- Share the learning from the benchmarking partners with your stakeholders.

- It is very important to capture all ideas for improvement. Ideas may come from team members and stakeholders as well as from benchmarking partners.

Key success factors for **Deploy – Communicate and implement best practices:**

- Ensure that there is support for implementing significant changes in a short timeframe if necessary otherwise the enthusiasm of the team may suffer. Therefore, ensure resources are available.

- Provide clear descriptions of proposed actions, resources required, time-lines and likely impact.

- Have a clear understanding of the needs of the organisation and ensure actions address these issues.

- If the benchmarking team is not responsible for implementation, make sure the team has oversight of the implementation and is regularly following up on progress to check if the implementation is proceeding as planned.

- Continually communicate with relevant stakeholder groups when implementing the actions so that they understand the changes taking place and can provide feedback and ideas.

- Consider during project implementation if suppliers or customers could also benefit by implementing similar actions and advise and help them to do the same.

Key success factors for **Evaluate the benchmarking process and outcomes:**

- Show a detailed analysis of project benefits including financial benefits. Include financial benefits accrued by the stakeholders/beneficiaries of the project, for government projects these are often significant.

- A thorough evaluation of improvements undertaken with performance measured and showing benefits in line with or surpassing targets is necessary to demonstrate project success and get further support for future projects.

- Lessons learned should be collated and applied to new projects.

- Generate new ideas for future projects by reflecting on what has been implemented and learnt. Link the new projects to the strategy and operations of the organisation.

- Share experience with other government entities to encourage them to use a systematic approach to benchmarking.

- Recognise the learning, growth and achievements of the benchmarking team as often this is considerable.

Conclusion - Building on the success of Dubai We Learn

Whilst the 1st cycle of projects for the Excellence Makers Program has ended this does not mean all the projects have been completed and the benefits from the program have stopped. Initiatives started during the Excellence Makers Program will continue to be deployed and their success measured. In addition, the participants of the program will be able to utilise the skills, tools and techniques that they have learnt and apply them to their daily work and to new benchmarking projects.

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

- read this "Dubai We Learn" book to learn about the

TRADE Best Practice Benchmarking methodology and the successful projects undertaken.

- contact and visit the government entities that participated in the Excellence Makers Program to learn about their projects and best practices to see if they can be transferred to their own organisation.

- consider being trained in benchmarking (bronze certification level).

- set up benchmarking projects and have these teams certified at benchmarking proficiency (silver) level on completion of their projects. It is recommended that within each government entity there is at least one person certified at a benchmarking mastery (gold) level to oversee and facilitate projects.

- consider how their government entity can support and embed a culture of organisational learning with multiple benchmarking and best practice sharing projects and activities. Such a culture will provide a stimulus for creativity and innovation and in particular support the second pillar of "Innovation" of the 4th Generation of Government Excellence Systems Model.

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

- All teams have made improvements to organisational practices that in most cases have led to significant improvements in performance for Dubai Government and its citizens;

- The teams in all participating government entities now have a very good understanding of benchmarking and organisational learning and the success factors such as stakeholder engagement and project management;

- The teams have been trained and successfully used the TRADE Benchmarking Methodology with all teams reaching a minimum of benchmarking proficiency status (3 to 4 stars);

- The tools and techniques learnt during training will be useful for future improvement projects, thereby giving the government entities a powerful set of tools that can be deployed over a long time;

- The support from project sponsors is crucial in enabling the teams to spend time on the projects and implement new practices.

As a final learning point the Excellence Makers Program has shown how a centralised structured program of organisational learning and knowledge sharing activities can add major value across multiple government entities. Due to this success, the Dubai Government Excellence Program working with the Centre for Organisational Excellence Research began a 2nd cycle of projects in April 2017. The Excellence Makers Program aims to continue to meet the objectives of Dubai We Learn:

- Promote a culture of organizational learning and the transfer and exchange of knowledge in the government sector in Dubai

- Improve government performance and the application of best practices to promote creativity and innovation and improve the satisfaction and happiness of all the stake holders.

- Provide human resources training and capacity building, according to the latest global methods and tools in the field of organizational learning and knowledge sharing

- Enhance Dubai's image as an international hub in the area of government administration, excellence, creativity and organizational learning and knowledge sharing.

Contact Details of Project Teams

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

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

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

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

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Contact Details of Project Teams

Dubai Corporation for Ambulance Services (DCAS)

Name	Position	Project Role	Contact Email Address
H.E. Khalifa Al Darrai	Executive Director	Sponsor	NA
Dr. Omer Al Sakaf	Director, Medical & Technical Affairs Department	Team Leader	oalsakaf@dcas.gov.ae
Asma Zainal	Project Manager	Deputy Team Leader	NA
Dr. Tanveer Ahmed Yadgir	Acting Head of Research & Studies Unit	Benchmarking Facilitator	NA
Zahra Al Najjar	Administrative Officer	Administrator	NA
Dr. Sami Ahmed	Head of Medical Accreditation & Research Section	Team Member	NA
Neil Kirby	Operation Consultant	Team Member	NA

Dubai Courts

Name	Position	Project Role	Contact Email Address
J/ Mohammed Mubarak AlSuboosi	Chief Justice of the Commercial Court	Sponsor	NA
Abdullah Ahmad AlRais	Director of Customer Happiness Department	Team Leader	abdullah@dc.gov.ae
Ibrahim Abdoh	Head of IT Application and Services Development Management	Benchmarking Expert	NA
Athiyeh Ali AlSuwaidi	Head of Infrastructure Section	Team Member	NA
Maryam Salem AlSuwaidi	Head of Litigants Guidance Unit	Administrator	NA
Alia Abdullah Al Majid	Head of Institutional Performance - Customer HappinessDepartment	Team Member	NA
Safiya Samhan	Excellence Officer	Benchmarking Facilitator	NA

Contact Details of Project Teams

Dubai Culture and Arts Authority (DCAA)

Name	Position	Project Role	Contact Email Address
Moza Suwaidan	Director of Projects & Events	Sponsor	NA
Muna Al Gurg	Projects Manager	Team Leader	muna.algurg@dubaiculture.ae
Khawla Ahli	Strategies Specialist	Benchmark Facilitator	NA
Reem Samara	Senior Executive	Administrator	NA
Arwa Al Qassim	Museum Specialist	Team Member	NA
Salman Bu Shelaibi	Museum Specialist	Team Member	NA
Ayesha Tanaf	Senior Executive Recruitment	Team Member	NA

Dubai Electricity and Water Authority (DEWA)

Name	Position	Project Role	Contact Email Address
Waleed Salman	EVP-Strategy & Business Development	Project Sponsor	NA
Khawla Al Mehairi	VP-Marketing & Corporate Communication	Project Owner	NA
Marwan Al Zaabi	VP- Corporate Excellence	Project Supervisor	NA
Noura Alnaqbi	Mgr – Regulation	Project Team Leader	noura.askar@dewa.gov.ae
Negib Bouhouita	Mgr - Leadership & Imprv	Team Member	NA
Mahmoud Alawadhi	Mgr - Coord & Follow UP	Team Member	NA
Maryam Abdulla	Asst Mgr - Corp Events & Hospitality	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

Contact Details of Project Teams

Dubai Land Department

Name	Position	Project Role	Contact Email Address
Majida Ali Rashid	Assistant General Director	Sponsor	NA
Latifa Ibrahim	Director, Real Estate Studies and Research	Team Leader	latifa@dubailand.gov.ae
shurooq	Manager, Operation & knowledge Section	Administrator	NA
Duaa Isam	Senior Deputy Director, Real Estate Investment Management and Promotion Center	Team Member	NA
Shaikha Ozair	Director, Administration Department	Team Member	NA
Maryam Ahli	Manger, Employee Care Section	Team Member	NA
Hana	Senior Specialist HR	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

Dubai Municipality

Name	Position	Project Role	Contact Email Address
Mohammed Julfar	Director General Assistant for Corporate Support Sector (Retired in August 2016)	Sponsor	NA
Ahmed Al Zarouni	Head of Purchasing Section	Team Leader	aizarouni@dm.gov.ae
Rafeea Al Eghfeli	Acting Head of Excellence programs section	Benchmarking Facilitator	NA
Rahmah Aal ALI	Senior Purchase Officer	Administrator	NA
Hessa Ammadi	Senior Purchase Officer	Team Member	NA
Ali Eissa	Purchase Officer	Team Member	NA
Khalid Al Raeesi	Head Of Purchasing Unit (Resigned in August 2016)	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

Contact Details of Project Teams

Dubai Police

Name	Position	Project Role	Contact Email Address
LT. General/ Khamis Matar Al-Mazeina	Dubai Police chief	Sponsor	NA
M. General/ Alsalal AlFalasi		Team Leader	k.m@dubaipolice.gov.ae
LT. Colonel/ Mansour AlGargawi		Benchmarking Facilitator	NA
Major/Dr. Ibrahim Sebaa		Administrator	NA
Major/ Abdullah Jasem		Team Member	NA
Captain/Anwar Alnemr		Team Member	NA
Sergent /Naji Abdo Ahmed		Team Member	NA
1stCorporal/Kadar Abdalla		Team Member	NA

Dubai Public Prosecution

Name	Position	Project Role	Contact Email Address
Advisor Mohamed Hassan Abdulrahim	Senior Chief Prosecutor	Sponsor	NA
Counselor / Dr Ali Al Hosani	Chief Prosecutor	Team Leader	alihosni@dxbpp.gov.ae
Youssef Amin Ali	Prosecutor- Bur Dubai Prosecution	Team Member	NA
Fatima bin Haider	Chief of the System Development Division - Information Technology Department	Team Member	NA
Mona Al Kutbi	Strategic Planning Specialist - Strategy and Institutional Excellence Department	Administrator	NA
Ibtisam Mehdi Marzouki	Development & Training Master Officer - Human Resources Department	Benchmarking Facilitator	NA
Hana	Senior Specialist HR	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

Contact Details of Project Teams

Dubai Statistics Centre

Name	Position	Project Role	Contact Email Address
Tariq Al Janahi	Deputy Executive Director	Sponsor	NA
Ramla Al Wahedi	Director - Strategy & Corporate Governance Office	Team Leader	raalwahedy@dsc.gov.ae
Hussein Al Sayed	Senior Consultant – Strategic Planning & Corporate Development	Benchmarking Facilitator	NA
Naeema Abdullla	Unit Head - Creativity & Innovation	Administrator	NA
Loay Helless	Senior Specialist – Quality Systems and Corporate Excellence	Team Member	NA
Minas Bin Dakhan	Unit Head -Corporate Communication & Media	Team Member	NA
Motaz Billah Ammar	Senior Project Management Executive - PMO	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

General Directorate of Residency and Foreigner's Affairs

Name	Position	Project Role	Contact Email Address
Lt.Colonel Abdulsamad Hussain	Deputy Assistant Director of Quality & Excellence Affairs	Sponsor	NA
Captain Faisal Bin Belaila	Manager of Strategy Department	Team Leader	rsfaisal@dnrd.ae
First Lt. Faisal Al Shehi	Manager of Excellence Department	Benchmarking Facilitator	NA
First Assistant Moudhi Al Muhairi	Section Head of Excellence	Team Member	NA
Qussay Emad	Section Head: Plans & Programs	Team Member	NA
Maryam Mohammed Bin Hammad	Section Head: Future Insight	Administrator	NA
Motaz Billah Ammar	Senior Project Management Executive - PMO	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

Contact Details of Project Teams

Knowledge and Human Development Authority

Name	Position	Project Role	Contact Email Address
Dr. Wafi Dawood	Chief of Strategy & Excellence	Sponsor	NA
Rabab Hussein	Head of Strategy and Excellence	Team Leader	rabab.hussein@khda.gov.ae
AlMehdar Ahmed	Customer Services Manager	Benchmarking Facilitator	NA
Greta Ferloni	Manager - Wellbeing Initiatives,	Benchmarking Facilitator	NA
Laila Ali	Specialist - Capacity Building	Administrator	NA
Maitha Ali	Communication Specialist	Team Member	NA
Mohamed Abdulhalim	Cluster Manager	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

Mohammed bin Rashid Housing Establishment

Name	Position	Project Role	Contact Email Address
Mohammed Almarri	Assistant CEO, Finance	Sponsor	NA
Jasim Hussain	Sr. Housing Consultant	Team Leader	jasemm@mrhe.ae
Noura Almutawa	Head of strategic planning	Benchmarking Facilitator	NA
Khalid Elhassan	Ch. Application Developer	Team Member	NA
Khadija Bin Tamim	Ch. payroll officer	Team Member	NA
Noura Alremeithi	Manager Nursery	Team Member	NA
Bilal Sawalmeh	Sr. Spec Excellence	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA

Contact Details of Project Teams

Roads and Transport Authority

Name	Position	Project Role	Contact Email Address
Abdullah Al Suwaidi	Director- DCP	Sponsor	NA
Dina Fares	KM Section Manager	Team Leader	dina.ahmed@rta.ae
Mohammed Murshed	Benchmarking Specialist	Benchmarking Facilitator	NA
Eman Saleh	Senior Admin	Administrator	NA
Mai Al Neyadi	Chief Analyst	Team Member	NA
Sharhabeel Al Rifaei	Chief Specialist	Team Member	NA
Bilal Sawalmeh	Sr. Spec Excellence	Team Member	NA
Noha Tabrizi	Exec - Personal Asst	Team Member	NA