

# implementation of business excellence models

Government Organization

Dubai

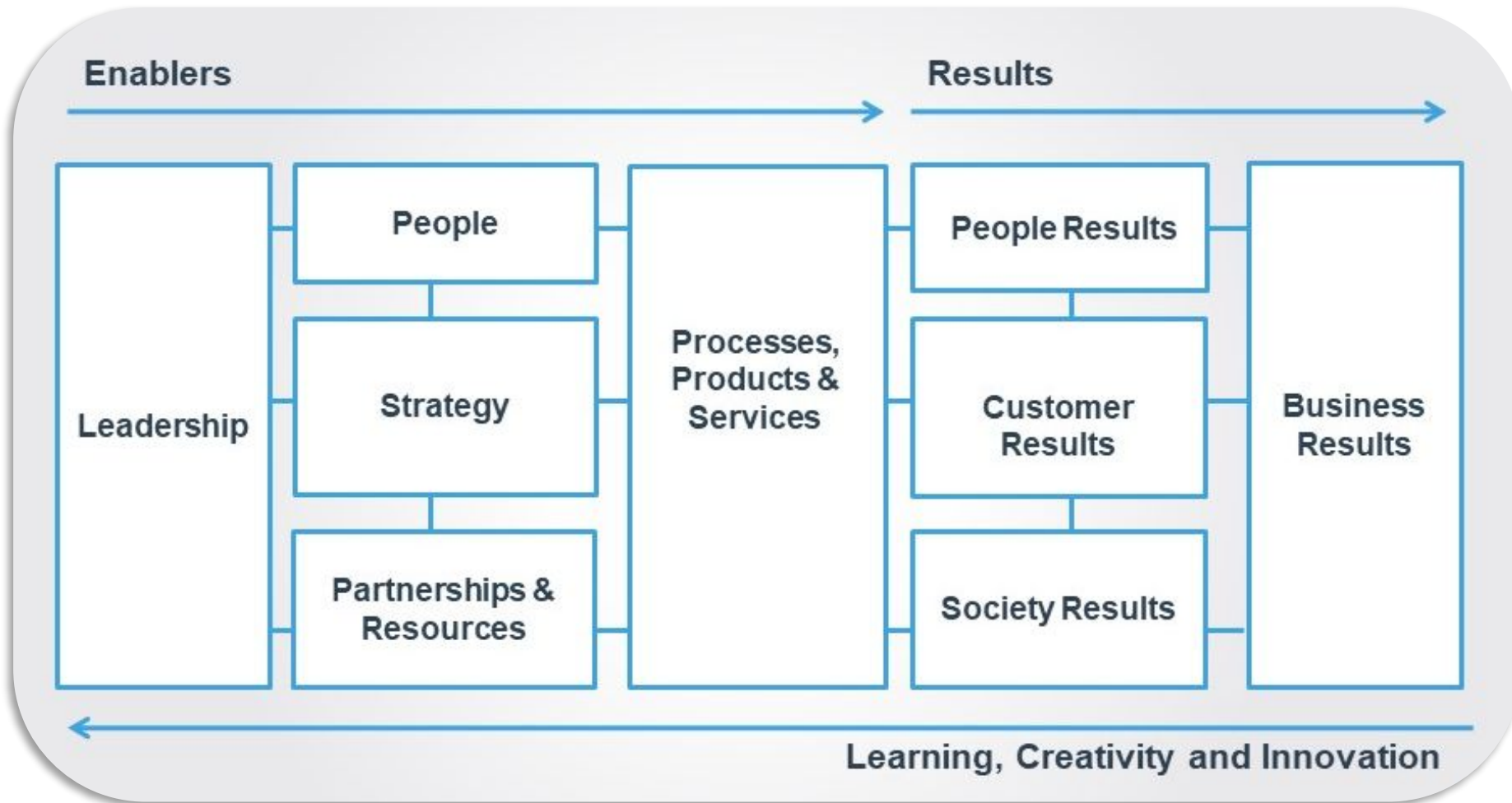
Done By:

# Introduction:

The function of the selected organization



## BE Module Used: EFQM



# Pillar 1: Leadership

Shortcomings and further improvement.

- There is Organization well define Vision with Strategy, notice of limitation in strategy marketing and buy-in by leadership console.
- Leadership has solid competencies but not aligned with strategy direction.
- There are cross-function processes between government entities not resolved.
- Limitation in alignment with stakeholders internally and externally.
- Leadership team do sort of coaching without proper plan.

# Pillar 1: Leadership

Shortcomings and further improvement.

- Second-line leaders defined but not well coach and qualified.
- the framework of suggestion and ideation system not supported well by leadership and its limited to internal, limited of external engagements.
- Development of change management plan is insufficient.
- Limitation in implementation of governance framework. Especially the organizational structure change.
- Leadership didn't assess the internal and external communication plans frequently.

## Pillar 2: Strategy

Shortcomings and further improvement.

- The organization Build strategy on current and future needs and expectations of all concerned groups.
- Evaluate the current situation by analyzing the relevant internal and external categories into fifteen axis according to the nature of the category concerned such as :
  - Ways of communication
  - Sustainable Environment
  - Customer Service
  - knowledge transfer

**However, this inventory did not include current and future expectations for all categories of dealers and partners.**

- The strategy is based on accurate information obtained from corporate performance and research , The economic, social and technical impacts were analyzed using PASTEL analysis and the results of the analysis were used to prepare the stages of the Strategic Plan 2016-2021.
- Although many standard comparisons were made, **they did not meet specific criteria and did not use intelligent data collection and analysis techniques, despite the use of Bpviews.**

## Pillar 2: Strategy

Shortcomings and further improvement.

- Review and update the strategic plan in accordance with the results of the institutional performance and **SWOT** quadruple analysis conducted annually but **they fail to set targets to be achieved.**
- Linking individual performance to institutional performance by identifying specific job objectives that help to define employees in their turn and begin their contribution to achieving these goals but **they have not evaluated these methods for their effectiveness and efficiency.**
- Prepare crisis and emergency management plans according to four categories: natural, construction, health and technological disasters, including evacuation training procedures.
- In addition, The organization did not use modern and intelligent techniques to identify risks and did not measure the effectiveness of the machines used in emergency cases.

## Pillar 3: HUMEN RESOURCES

Shortcomings and further improvement.

- Planning and management of human resources through the use of modern technology systems such as:
  - Application of the platform KIOSK
  - Smart employee application
  - Application of support service
- Developing skills and capabilities of human resources by providing training courses for staff and evaluating the impact of the courses according to the standards of the model **Kirk Patrick**, but the result of the training for the employee shows that they **did not apply what was taken in the course or was partially implemented.**



## Pillar 3: HUMEN RESOURCES

Shortcomings and further improvement.

- The organization encourages staff participation in improvement and development through their participation in **brainstorming** sessions that help them to provide creative and voluntary ideas through the system of **suggestions**.
- Honoring and appreciating the efforts of employees to provide a positive working environment and applying the Application of occupational health and safety system according to **OHSAS 18000** standard.

**However, the effectiveness of these measures has not yet been obtained.**

- Develop a policy of resettlement to attract and employ citizens through:
  - **Set a plan for citizens' scholarships in critical specialties .**
  - **And the provision of scholarships in UAE.**

**Also, some jobs still have low settlement rates.**

# Pillar 5: Processes, Products and Services

Shortcomings and further improvement.

- Efficient processes are the backbone of any successful organisations.
- The processes were inefficient in that they were time consuming and they involved excess people.
- The processes did not enable easy flow of information that could facilitate organisational learning.
- Process should also be lean to ensure that an organisation is competitive.
- Processes should also promote free flow of information.

# Pillar 5: Processes, Products and Services

Shortcomings and further improvement.

## *Products and Services*

- Products and services act as an identity of the organisation.
- The products and services did not meet the clients' needs effectively
- The products and services were also not cost effective in terms of production cost.
- Products and services should be tailored in a manner that they satisfy the needs of the clients.
- Products and services should be produced at a cost effective price by restructuring the organisation.

## Pillar 6: Customer results: **perceptions**

Points of Strengths: 

Customer satisfaction is **measured** based on different customer **segmentation**( individuals, businesses, contractors, consultants

The measurement **parameters** are defined:

Overall satisfaction

Satisfaction on services

Service delivery

Transparency

The achieved results are due to the implementation of digitalization plans and service related methodologies

Areas for improvement: 

Sample size is **not representative**

**Negative Trends** for some results have been showed

**Some** results were **compared** with Barcelona and Island but **No benchmarks** for all results

## Pillar 6: Customer results: Performance indicators

Points of Strengths: 

Performance indicators are **defined** and measured

- Overall satisfaction
- Smart services
- Service delivery
- Transparency
- Communication
- Errors
- Complaints

**Positive trends** are shown

All results are system generated, **reliability**

Areas for improvement: 

No consistency in defining **Targets** for all indicators

Results are not **utilized in decision supporting**

**Comparisons** are not done for all results

# Pillar 7: People results: **perceptions**

Points of Strengths: 

The achieved are results of deployed approaches and mechanisms such as:

- Authority matrix
- Bonuses policy
- Succession plans

HR **perception** is measured throughout the years **Third party** conducts the surveys

The sample is **representative** with confidence level of **95%**

The measurement **parameters** are defined:

- Overall satisfaction: jumped from 67%-78%
- Motivation
- Engagement
- Learning and development: 77%-77.1%
- Career paths
- Empowerment: 69%- 75%
- Transparency: 52%-85%
- Management 65%- 82%
- Communication: 81%-83%

The results are **segmented** by functional units and positions:

- Executives positions
- Supervisory positions
- Supports positions

Areas for improvement: 

Most of the results showed positive **trends**  
however some of them were **not were not met**

**Comparisons** are there but **not** in a  
**comprehensive** manner and for all results

# Pillar 7: People results:Performance indicators

Points of Strengths: 

Identified indicators that are monitored and measured

- Employee turnover rate
- Emiratization rate
- Absenteeism rate
- Grievances rate
- Competences available vs. needed
- Responsiveness rate to surveys
- Job incidents
- Participation in suggestion system

Electronic systems are utilized to capture the data which give confidence on the reliability & credibility of the data

Results are segmented based on the sectors, divisions and departments

Positive trends shown

Targets are set for the predicted future results

Areas for improvement: 

Identified indicators that are monitored  
Comparisons are not done for all kips inorder to set future targets

## Pillar 8: Society results: **Perceptions**

### Points of Strengths:

**Community Surveys** have been conducted

As well as **Suppliers** surveys and **partners** satisfaction is studied

Community **initiatives** are defined

**Third party** : Static center conducts the surveys

### Areas for improvement:

Community results are **segmented** by: gender, nationality

Suppliers results are **segmented** : Private government yet the outcomes from segmentation is not utilized in future enhancements and planning

Partners satisfaction was studied once in 2014 which make it hared to define the **trend**

The result were **compared** with DEWA ignoring the other regional and globally leading entities



## Pillar 8: Society results: Performance indicators

Points of Strengths: 

Identified **indicators** are defined such as:

Number of community initiatives: 66 to 95

Beneficiaries of the community initiatives:  
increased from:

Suppliers prices

Suppliers performance : jumped from 75%-86%  
during the years 2013-2015

Return from partnership:

GRPS **electronic system** is used to capture the results  
which supports the accuracy, credibility of the results

These results are achieved by the implementation of  
stakeholder management methodologies, social  
responsibility related plans

Areas for improvement: 

Some **indicators** are missing **targets**  
**Not all** community related results  
are **benchmarked** against world  
class practices

# Pillar 9: the Business Results

Shortcomings and further improvement.

- The organization well defined of strategic and operational key performance indicators such as:
  - Financial KPIs
  - Cost reduction KPIs
  - Investments KPIs
  - Operational Plan KPIs
  - Strategy Roadmap Plan KPIs

However, there are no best practices or benchmark KPI TARGET well addressed.

## **Pillar 9: the Business Results**

Shortcomings and further improvement.

- The government organization has made several best practices and benchmark standards, within UAE or even internationally to apply the measurement of its performance indicators, but at same time it doesn't apply any of those to the performance indicators results and outcomes.



Thank You