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The growth and development that Abu Dhabi have achieved in various fields is the outcome of serious hard work, and efforts exerted in various points and sectors. Based on our limitless ambitions and relentless determination to pursue comprehensive development and growth, all of us should take the initiative and seek to be creative; excellence should be an inspiration for each one of us in all points.

It has become a necessity to greatly focus on boosting capabilities in order to maintain the achievements and move forward on the path of development. For this purpose, many policies, strategies and initiatives that guarantee the realization of our leadership’s vision for the future of our country have been set. Hence, Abu Dhabi Award for Excellence in Government Performance (ADAEP) has been introduced to instill the culture of excellence and administrative thinking development on both procedural and practical levels in order to give a single identity, under the title of efficiency and excellence, to the various institutions and entities working in Abu Dhabi Government.

We at Abu Dhabi Government, are seeking to make a quantum leap in corporate performance - through this Award - by working on employee capability development, qualification and training as well as taking advantage of the best local, regional and international practices. International experiences have proven that the availability of national awards for excellence stimulates the efforts and encourage a positive competitive environment among the government entities, which would be reflected on the performance development and enhancement in general. Therefore, ADAEP will create a tool to measure the adherence to the excellence criteria and requirements in all work aspects. On this basis, I invite all of the officials to effectively participate in the various events of ADAEP, in order to benefit from the programs and references they provide and work on applying the same on all work aspects which will be reflected on the quality and excellence of the services provided to the public to serve the higher interest of our beloved country.

In conclusion, I would like to emphasize that the devotion and dedication to work must be combined with the implementation of the latest international best practices and international excellence criteria to put United Arab Emirates in the leading position as our prudent leadership aspirations and wishes.

May Allah bestow success on you and guide you to the right path.

HH Sheikh Mohammed bin Zayed Al Nahyan
Crown Prince of Abu Dhabi
Deputy Supreme Commander of the UAE Armed Forces
Chairman of the Executive Council
**Introduction**

Under the patronage of the General Secretariat of the Executive Council, the Abu Dhabi Award for Excellence in Government Performance was launched in 2006 to recognize and stimulate an outstanding performance and encourage a positive competition towards a sustainable government system that will ultimately support the vision of the Abu Dhabi Government.

The Abu Dhabi Award for Excellence in Government Performance is administered through the Office of Abu Dhabi Excellence Program of General Secretariat of the Executive Council of the Emirate of Abu Dhabi.

The objective of this guide is to provide all stakeholders with the necessary information on the Government Excellence System - Abu Dhabi, which is in line with the government fourth generation system of excellence in the federal government of UAE, while taking into consideration the requirements of the Government of Abu Dhabi.

The guide includes an overview on the Abu Dhabi Excellence Program Office, an overview on the Abu Dhabi Excellence System and the aim of launching the Government Excellence System, its main features and pillars and list of awards, the standards and concepts of the system, as well as the guidelines and conditions of the participation process and the evaluation mechanism. Any relevant information will be provided by the entity’s Excellence Ambassador who will receive all inquiries thereby.

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General Secretariat of the Executive Council – Abu Dhabi  
Al Khazana 1 Building/ Third Floor  
Abu Dhabi – The United Arab Emirates  
P.O. Box: 19  
Tel: 026688500  
Fax: 026688501  
E-mail: adaep@ecouncil.ae  
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BRIEF
ABOUT GOVERNMENT EXCELLENCE SYSTEM

- The Brief
- The Objective
- The Features
- The Pillars
- The Awards
The Abu Dhabi Government Vision

“To continue to create a confident, secure society and to build a sustainable, open and globally competitive economy”.

The Abu Dhabi Plan translates the vision of the Abu Dhabi Emirate into long-term goals and programs scheduled to be carried out within government entities’ projects over the next five years. In addition, the Abu Dhabi Plan identifies the key indicators and targets in order to achieve these goals.

The General Secretariat of the Executive Council

The Secretariat is the administrative body entrusted to propose general policies and strategies of the Emirate, submit the same to the Council to make appropriate decisions thereon, steer the operations of the Council through preparation, presentation, implementation and follow-up.

Vision

To facilitate Abu Dhabi to be regarded as one of the best five governments in the world.

Mission

To develop Abu Dhabi’s strategic plans and policies and champion their effective execution, while providing the necessary support for the Executive Council to carry out its duties efficiently.

Overview on the Abu Dhabi Excellence Program Office

The ADEP Office was established to organize and develop all government excellence related areas and continuously improve the performance of the government entities. The tasks entrusted with the office are cascaded to two main departments:

Government Excellence: working towards sustainable improvement of government entities by developing and implementing creative innovatives and programs, developing the principles and criteria of the Abu Dhabi Award for Excellence in Government Performance, highlighting areas for improvement and ensuring a culture of excellence by complying with its established principles and requirements and deploying the best practices.

Government Services: developing the Government Services Excellence - related principles and criteria, identifying areas for improvement, following-up the customer satisfaction indicator and securing the researches, studies and best practices related to the service provision and excelence.
Brief about Abu Dhabi Government Excellence System

The Abu Dhabi Government Excellence System is compatible with the Fourth Generation Government Excellence System applied in the UAE federal government, taking into consideration the requirements of the Abu Dhabi Government. The Government Excellence System was designed based on successful experiments which implemented by UAE government. The design relies on the criteria which assist the government entities in reaching a leading position by getting acquainted with the programs, initiatives, and strategies to be adopted and applied and which have been included in three major pillars: achieving the vision, innovation and organizational enablers.

The system has been adopted as a basis for assessing the government entities participating in the Abu Dhabi Award for Excellence in Government Performance in order to identify the level of maturity reached by the entities in their march towards applying excellence and reaching a leading position afterwards. In addition, this system identifies the opportunities for improvement which help these entities meet the government requirements.

The Objective of Launching the Abu Dhabi Government Excellence System

The main objective in applying the Abu Dhabi Government Excellence System is to meet government prerequisites by applying the Abu Dhabi Plan, focusing on its results, linking it to the performance indicators system of the government entities so as to reach the highest level of leadership, and transforming into a digital, pioneering and innovative government that will be a model to be emulated in applying government best practices through the following performance assessment tools: efficiency, effectiveness and learning and development with the use of modern concepts such as innovation, future shaping and integration in government work.

The Features of Abu Dhabi Government Excellence System

The Abu Dhabi Government Excellence System concentrates on results which enables government entities to achieve sustainability and the continuous development of capabilities as a result of learning from performance results. It is an all-inclusive platform covering all requirements of the Abu Dhabi Government, which illustrates the significance of its connectivity and integration in achieving the Abu Dhabi Vision. In addition, it is not an extra burden on government entities as it focuses on the entities’ performance of their main functions. The system focuses on the main enablers of excellence such as human capital & Emiratization, financial system efficiency, risk management and business continuity, corporate communication and innovation. The system is also easy to share via the entity’s strategic document and the results of the approved performance indicators, instead of manual / physical documents. The system takes into consideration the differences and distinguishing characteristics in the nature of the work of government entities’ work. This shall be reflected in the weighted averages in the First Pillar Achieving the Vision. Some criteria are weighted depending on the nature of an entities work as seen in its main functions, while other criteria are mandatory across all entities. The assessment will be conducted by international experts specialized in the field of an entity’s main functions; this will add value towards develop -ing performance in comparison with the best global practices.
Abu Dhabi government Excellence System is compatible with the fourth generation system of the federal excellence government of the United Arab Emirates.
Pillars of the Abu Dhabi Government Excellence System

The Abu Dhabi Government Excellence System has been divided into three main pillars representing the basic foundations. Through these foundations, the government entity can achieve leadership by conducting its main functions effectively to ensure the achievement of their own objectives and the whole-of-government's objectives through an optimal use of resources and ongoing pursuit for learning and development. Below is a detailed explanation of the three pillars:

Vision Achievement:

An excellent government entity works towards achieving its objectives within the framework of Abu Dhabi Plan, its strategic plan, and the main functions as laid out within the articles of Association. It does so through the effective and efficient design and implementation of its processes, services, programs and projects, and the smart transformation of its services and processes to meet the requirements of all customers, partners and the community. It also seeks to achieve the highest levels of satisfaction and happiness through the integration and partnership with other government entities.

Innovation:

An excellent government entity seeks to achieve a continuous innovation through the provision of new and innovative services, development of policies and implementation of processes and programs in creative ways. It does so in order to achieve the principles of socioeconomic and environmental sustainability over the long term. Such entity also has forward-looking perspective through which it handles future trends that may affect their work and proactively make use of them.

Corporate Enablers:

An excellent government entity provides services and implements their functions and programs through an effective and efficient management of assets and resources that will ensure commitment to the highest standards of transparency, integrity, governance and active risk management and business continuity through a work environment capable of attracting human resources contributing to the achievement of Entity’s vision and objectives.
5th Cycle - Award Structure 2017
Abu Dhabi Award for Excellence in Government Performance

Executive Council Chairman Medals

Pillars Awards

Enablers

Main Criteria Awards

Risk management & Business continuity

Happiest Customer Service (Supervisory)

Happiest Customer Service (Non-Supervisory)

Field Employee

New Employee

Main Award

BEST OF ALL

Achieving Abu Dhabi Plan

Customer Happiness

Corporate Communication

Financial Excellence

Digital Governance

Happiest Work Environment

Best Government Service Awards

Best Joint Service Award

Best Service Award

Pillars Awards

Innovation

Executive Council Chairman Medals

General Manager

Dedicated Long Service

Executive Director

Supervisory Employee

Administrative Employee

Specialized Employee

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**AWARDS**

**AbuDhabi Award for Excellence in Government Performance**

The structure of the Abu Dhabi Award for Excellence in Government Performance (ADAEP) is divided into five different categories and 24 awards that take into account the diversity in the work nature of government entities. Also, it differs with respect to the application method used. Below is a list of the different award categories:

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### ORGANIZATIONAL AWARDS

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<th>Categories</th>
<th>Awards</th>
<th>Details of the Award</th>
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<tr>
<td>Government Service Awards</td>
<td>Best Government Service Awards</td>
<td>Granted to the entity which developed a service that was able to achieve outstanding results. (a submission document required for participation)</td>
</tr>
<tr>
<td></td>
<td>Best Joint Service Award</td>
<td>Granted for a service that is jointly provided by more than one government entities, which realises the best service delivery results in terms of its ease and smoothness of delivery. (a submission document required for participation)</td>
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### EXECTIVE COUNCIL CHAIRMAN MEDALS

<table>
<thead>
<tr>
<th>Role</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>General Manager / CEO</td>
<td>Granted to General Manager or his equivalent who led the performance initiatives of their entity towards achieving high criteria and effectively contributed to supporting the integration of the work of the Abu Dhabi Government and its entities in order to achieve the objectives.</td>
</tr>
<tr>
<td>Long-Service Dedicated Employee</td>
<td>Granted to employees who has completed more than twenty years in service, in different level of job, in many government enities and must be in currently working.</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Granted to Executive Managers who have made a significant difference to their entities and society at large. It can also be granted to employees with supervisory roles at various administrative levels such as Department Head, Pillar Manager, etc.</td>
</tr>
<tr>
<td>Supervisory employee</td>
<td>Granted to employees who perform roles that is related to supervisory work at different level of management</td>
</tr>
<tr>
<td>Administrative Employee</td>
<td>Granted to employees who carry out administrative duties in the entity they work with, provided that their job is not of managerial or supervisory nature.</td>
</tr>
<tr>
<td>Specialized Employee</td>
<td>Granted to employees who have scientific or professional qualifications in their field of specialisation such as expert, specialist, researcher, accountant, auditor, translator, teacher, physician, pharmacist, judge, prosecutor, art director, media professionals, editor, auditor, and</td>
</tr>
</tbody>
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### EXECTIVE COUNCIL CHAIRMAN MEDALS

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>Technical Employee</td>
<td>Granted to employees working in technical, scientific, engineering, IT or medical fields, such as engineers, system analysts, laboratory technicians, audio-video technicians.</td>
</tr>
<tr>
<td>Innovative Employee</td>
<td>Granted to employees who developed, tested and implemented a creative idea, which led to increasing the efficiency and effectiveness of the entity's performance, or a benefit to the general public.</td>
</tr>
<tr>
<td>Happiest Supervisory Customer Service Employee</td>
<td>Granted to the employees whose jobs entail supervising customer service centres such as managers of customer service centres, customer service supervisors, etc.</td>
</tr>
<tr>
<td>Happiest Non-Supervisory Customer Service Employee</td>
<td>Granted to employees in government entities whose job requires direct interaction or dealing with customers, such as receptionists, information desk employees, communication employees, etc.</td>
</tr>
<tr>
<td>Field Employee</td>
<td>Granted to employees whose job nature requires field work, (non-office work outside the premises of their entities), irrespective of their roles or job titles.</td>
</tr>
<tr>
<td>New Employee</td>
<td>Granted to recently graduated employee, provided that they have been in employment between (6 to 30 months) in the entity at the time of submitting the their application.</td>
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FIRST PILLAR

VISION ACHIEVEMENT

60%

THE CRITERIA
THE GOVERNMENT EXCELLENCE SYSTEM-AbuDhabi

Abudhabi Plan
Main Function
Serivce Provision
Digital Government
The first pillar consists of four main criteria which are the following: Abu Dhabi plan, Main Functions, Service Provision and Digital Government. These represent the core business of government work through which government entities work on achieving the government vision. The extent of implementation of the criteria is based on the entity’s work nature and tasks stipulated in the Memorandum of Association upon whether it is a service, regulatory, monitoring or government supporting entity, as well as the contribution of the entity in achieving the Abu Dhabi plan objectives and indicators.

The First Main Criterion: Abu Dhabi Plan

The Second Main Criterion: The Main Functions

The Third Main Criterion: Services Provision

The Fourth Main Criterion: Digital Government
The First Main Criterion: Abu Dhabi Plan

This main criterion focuses how the entity achieves its role in the development and implementation of Abu Dhabi plan whether it is coordinating a program or co-implementing a project. This criterion also focuses on the entity's follow-up of its performance and evaluation of the entity's performance indicators results so as to follow-up and improve the performance results.

1- 1 Planning and following up on the implementation of achieving Abu Dhabi Plan

A) Capabilities of Planning and following up on the implementation of achieving Abu Dhabi Plan²:

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following POINTS:

1. Identifying all entities involved in achieving the government's objectives and programs set forth in the Abu Dhabi Plan, identifying their roles (coordinators or contributors), and ensuring the effective coordination and participation with these entities in all phases of planning and execution in order to achieve the Abu Dhabi Plan.

2. Identifying the strategic indicators and targets related to the Abu Dhabi Plan and the share of the entity objectives in achieving the Abu Dhabi Plan's targets.

3. Identifying and implementing the projects and programs necessary for achieving the goals of Abu Dhabi Plan and its indicator outlooks through action plans demonstrating the activities, implementation responsibilities and resources required, fulfillment measures and risk management plans.

4. Coordination with the relevant entities in order to avoid work duplication or overlapping. These projects and programs may include the following:
   - The programs and projects that will be implemented by the entity itself.
   - The programs and projects that will be implemented in conjunction with contributors.
   - The programs and projects required to address statistical gaps related to providing Abu Dhabi Plan's data, thus ensuring its accuracy, and sustainability.
5. Periodical review of Abu Dhabi Plan programs and projects and the strategic plans required for their implementation, as well as their indicators in coordination with the various contributor entities in order to check their aptness, modernity, and effectiveness, while identifying the entities responsible for development, review, and updates.

6. The contributor entities carry out the approved projects timely in accordance with the quality required and within the approved project budget, ongoing coordination active communication with the project stakeholders (the coordinator in particular).

7. Commitment to provide the results, statistics, and reports on Abu Dhabi Plan’s indicators and results of achieving the projects, programs and indicators of the Abu Dhabi Plan for related entities in accordance with the agreed upon requirements and within the scheduled timelines.

8. Educate the concerned parties on Abu Dhabi plan objectives.

**B) Assessment of achievements and results related to the planning and following-up of Abu Dhabi Plan implementation.**

Based on the government entity's work nature, objectives and activities, the criterion may include the following results:

**B-1) Performance Indicators**

1. The results of Abu Dhabi Plan indicators related to the work of an entity considered as the main coordinator or a contributor to their achievement.

2. The result of implementing Abu Dhabi plan projects.

3. Percentages of the contributors’ implementation of their roles in joint programs.

4. Percentages of the commitment to the timeline set for providing the concerned entities with the results and statistics of Abu Dhabi Plan indicators.

**B-2) Measures identifying entities contributors’ views**

These measures may include (general perception, compliance with the partnership terms and conditions, how partnership is utilized, assessment of communication channels, cooperation in providing and sharing information and transparency in dealing and interaction).
The Second Main Criterion: Main Functions

The criterion focuses on how the entity deploy its strategic plan, designs and implements projects, regulatory and supervisory processes through its operational plan and in line with its functions set in the articles of association and any other functions in a manner ensures the achievement of the entity's strategic objectives and Abu Dhabi plan efficiently and effectively depending on the entity nature of work and the impact on the socioeconomic, and environmental sustainability.

This criterion also focuses on the results of strategic and operational performance indicators assessment, and how entity achieved the targets approved and its performance results under the regulatory and supervisory projects and processes-related operational indicators in order to monitor the corporate performance, understand and identify the performance results, predict the potential for improvement and promote the corporate performance level.

2.1 Implementing and Monitoring of Strategy

A) Capabilities of Implementing and Monitoring of Strategy Performance

Based on the work nature, objectives, and activities of the government entity, the criterion MAY include the following POINTS:

1. Identifying and understanding the main results required to achieve the entity's strategy, as well as assessing the progress made towards achieving the strategy, and the entity's programs and targets set forth in the Abu Dhabi Plan's objectives.

2. Regularly review and update of strategy and its supporting policies in order to validate their suitability and effectiveness, and identify the entities responsible for the development, review, and update.

3. Identifying targets based on comparisons with other entities and/or globally (best practices), current capabilities of the entity to achieve its strategic objectives, with ongoing periodical review on these targets.

4. Applying a mechanism for developing supporting policies to achieve the strategic plan based on approved criteria, monitoring its execution and assessing the quality of policies and their effectiveness.

5. Striking a balance between the entity's needs and the needs of the stakeholders during planning stages in order to attain the current and future objectives, ensuring consistency and integration with the strategies of other partners and government entities.
6. Determine the organisation structure and framework of key processes and align them to implement the strategy in a manner adding real value to stakeholders, while maintaining optimal balance between the requirements of efficiency and effectiveness.

7. Coordinating with strategic partners and other concerned entities to identify the roles, responsibilities and how each party contribute towards achieving the common strategic objectives.

8. Coordinating with strategic partners and other concerned entities when designing common performance indicators and identifying targets of each entity and how it contribute toward achieving the targets set.

9. Deploying a framework for the organizational performance management system and identifying the responsibilities and authorities required for deploying the same throughout its all phases in parallel with the Strategic Planning and Government Performance Management Guide.

10. Linking and aligning strategic indicators, Abu Dhabi Plan indicators and competitive indicators on all levels within the government entity (from the entity’s vision and strategic objectives, to its main departments and processes objectives and ending with its personnel).

11. Using standardized criteria to design performance indicators.

12. Designing mechanisms and systems to collect and analyze performance data and forward reports to the stakeholders as per their needs.

13. Following-up the performance of entity’s strategic plan, escalating periodical reports on % of indicators achievement to the senior leadership, and replying to performance results and reports in conducting and updating the periodical review of the strategy and support policies so that concerned parties can take decisions on all management levels.

14. Applying internal audit mechanism for the veracity and reliability of the performance results, as well as validity and accuracy of the mechanism used to collect performance data, and verifying of data sources and methods used for calculating indicators.

15. Taking the corrective measures after the escalation of performance reports, identifying challenges and risks, developing and following up the suitable vital solutions.

16. Providing stakeholders and concerned international entities with the results and statistics of the Global Competitiveness Index timely and in accordance with the agreed-upon requirements.
B) Assessment of deploying and following-up the Strategy Performance - related achievements and results:

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following RESULTS:

B-1) Performance Indicators

1. Results of the strategic indicators and Global Competitiveness Index identified on the basis of the main functions of the entity.

2. Percentage of compliance with timeline set to provide concerned entities with the strategic indicators and Global Competitiveness indicators - related results and statistics.

3. Results of internal audit on the performance management system.

B-2) Measures identifying partners› views on strategic planning

These measures may include (general perception, compliance with the partnership terms and conditions, how partnership is utilized, assessment of communication channels, cooperation in providing and sharing information and transparency in dealing and interaction).

2.2 Managing and Implementing Projects (Operational Plans)

A) Capabilities of Managing and Implementing Projects (Operational Plans)

This sub-criterion MAY include the following POINTS:

1. Identifying the objectives, scope and expected deliverables of the project, and how the project’s objectives are aligned with the entity’s strategic plan.

2. Developing a work plan to manage the project includes the phases of planning, execution and evaluation, how the project team members are selected and identifying their assignments, responsibilities and authorities, and measuring results.
3. Managing the change process and identifying the parties affected by the project and analysing the way they are affected in order to ensure the achievement of objectives planned for.

4. Financial planning for the project and costs-benefits analysis.

5. Managing risks (analysis) associated with the project execution.

6. Mechanism and steps of executing and reviewing action plans.

7. Setting the indicators and targets of the project.

8. Periodical review of the project results and reporting the same to decision makers to take direct corrective measures as necessary.

B) Assessment of Project management and deployment - related achievements and results (Operational Plan)

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following RESULTS:

1. How the project’s results contributed to the achievement of strategic objectives of the contributing entity/entities.

2. The material achievements and results realised by the project, its added-value, the financial and non-financial implications.

3. How abided by the scheduled action plan within the approved budget.

4. Percentage of risks materialised (occurred) compared to the risks expected.
2- 3 Operations Management

A) Operations Management Capabilities

Depending on the nature, objectives, and activities of a government entity, this criterion may include the following points:

1. Identifying, classifying and analysing the processes required to implement the entity’s strategy, to classify and prioritise processes according to their importance to the entity’s priorities, as a part of the administrative system of the entity and using proper means to effectively managing and improving process performance, including processes that extend beyond the entity’s boundaries, to achieve the entity’s strategy.

2. Identifying process owners responsible for each process and define their roles and responsibilities in introducing, managing and developing a structure of key processes and ensuring the presence of a governance framework for this aspect of process management.

3. Designing performance indicators for all Key Processes (KPIs) and linking them directly to the strategic plan.

4. Addressing issues relating to overlapping responsibilities in carrying out duties and implementing key processes in the entity in order to ensure the effective deployment of key processes from beginning to end.

5. Reviewing the effectiveness of the general framework of processes in implementing the strategy and supporting policies.

6. Assessing the impact and added value of improvement activities.

B) Assessing Results and Achievements Relating to Process Management

Based on the business nature, objectives and activities of the government entity, this MAY include the following results:

1. Productivity (volume of work available for a key process compared to the cycle time required for implementing a key process).

2. Efficiency of carrying out the processes (such as rate of reduction in a process cost).

3. Percentage of key processes improved.

4. Percentage of errors / notes on key processes.
2- 4 Sustainability in the Social, Economic, and Environmental Fields.

A) Capabilities related to Sustainability in the Social, Economic, and Environmental Fields

Based on the business nature, objectives, and activities of the government entity, this secondary criterion may include the following points:

1. Identifying the impact of the entity activities and policies on sustainability in the social, economic and environmental fields based on their functions and specialties duties and in the entity and taking into account the relevant policies and strategies.

2. Ensuring that entity strategy achieves social, economic and environmental sustainability based on the entity main functions by developing strategic objectives and policies and identifying the main performance indicators related to sustainability in a manner contributing to the achievement of government's vision, and the indicators of Abu Dhabi Plan while supporting competitiveness.

3. Developing and Implementing programs and policies supporting the achievement of the strategic objectives related to sustainability in the social, economic and environmental fields, based on the entity functions and in coordination with the partners and other relevant stakeholders.

B) Assessment of Social, Economic, and Environmental Sustainability - related achievements and results

Based on the business nature, objectives, and activities of the government entity, this MAY include the following RESULTS:

1. Strategic performance indicators related to the social, economic and environmental fields.

2. Operational performance indicators for projects, programs and policies related to sustainability in the social, economic and environmental fields.
The Third Main Criterion: Service Provision

The criterion focuses on how the entity achieves customer happiness, through designing, managing and developing service delivery processes for customers, (individual G2C, business enterprises G2B and government entities G2G), with a view to bring about an added value in accordance with the criteria and standards provided by the relevant government service programs in addition to the best international practices in this field. It also focuses on the importance of understanding and predicting customer needs and delivering services in a manner exceeding customers’ expectations based on customer satisfaction studies, service-related measures and customers’ suggestions and feedbacks. Thus, delivering services in an excellent manner through innovation and integration within the business system with other partners.

The service delivery criterion focuses on reviewing the operational and strategic performance indicators related to providing customers service.

3 -1 Designing, Managing and Developing Service Delivery Processes

A) Capabilities of Designing, Managing and Developing Service Delivery Processes

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following POINTS:

1. Deploying the customer service criteria identified in the Customer Service Guidline³ seeking excellence in service delivery by enabling customer service employess to carry out their tasks while improving the quality of services provided by government entities.

2. Entity deploys the ‘Service Identification and Procedure Documentation’ guideline⁴ by securing an approved list of services provided to customers, documenting its procedures for use throughout the entity, standardizing names of services and their data across all service delivery channels prioritising services in the light of the entity’s business nature -based criteria.

3. Designing, providing, and developing value-added services contributing to customer happiness through providing innovative solutions based on the customers' current and future needs and expectations.

4. Developing of services through the processing of operations and procedures relevant to the service delivery to ensure excellent delivery of services.

Circular No. 21 of 2015 on the Customer Service Guidline in Government Entities and Companies³
Circular No. 7 of 2016 on Service Identification and Procedure Documentation⁴
5. Review costs of services in order to increase the efficiency of service delivery and promote the same through an optimal utilisation of available resources while maintaining financial effectiveness.

6. Measuring the development of service delivery through various reviews, assessment of services, identifying gaps and ensuring continuous improvement.

7. Working with other entities and partners to provide services of the entity and other shared service (if applicable) through the development of user-friendly service delivery channels and mechanisms to enhance customer journey and present government services as a single integrated and harmonious structure.

8. Identifying potential partnerships in the field of service delivery in the light of the organizational and strategic needs to integrate capabilities and build-up to its strengths in providing common services, including outsourcing and contracting with the private sector, adopting policies and procedures to manage relations with partners, as well as evaluating the effect of such partnerships (for example through Service Level Agreements).

9. Deploying the criteria of ‘Communication & Customer Awareness’ Guide\(^5\) to build an approach for customer awareness by adopting the criteria related to the information and their publication through various channels of communication, while promoting the internal communication mechanism.

10. Deploying the criteria of ‘Suggestions, Complaints, and Appreciation’ Guide\(^6\) through a documented and approved mechanism for complaints, suggestions and appreciation, and also providing updated and approved categorization for complaints and suggestions.

11. Activating an internal effective team specialized in ‘Services Development and Improvement’\(^7\), to follow-up the improvement plans and how they meet the objectives set.

12. The entity to collect its services into packages to further improve its suitability for customers.

13. Classification of customers according to the entity’s nature of work and services provided.

14. Reviewing how services are available throughout the service delivery channels (competitive and attractive channels to customers) through the evaluation of the same.

Circular No. 17 of 2016 on Communication and Customer Awareness Guide\(^5\)
Circular No. 26 of 2015 on the Guideline of Complaints, Suggestions, and Appreciation in government entities and companies\(^6\)
Circular No. 9 of 2016 on Setting up a Team for Improving and Developing Services in Government Entities\(^7\)
B) Assessing Results and Achievements Related to Designing, Managing, and Developing Service Delivery Processes

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following RESULTS:

B-1) Performance Indicators Related to Services

1. Percentage applied of the Customers Service Criteria Guideline.
2. Average value of (all services completed within target time Percentage).
3. Average number of steps required to complete a daily procedural services.
4. Percentage of services with documented procedures compared to the total approved services.
5. Percentage of services with developed and improved procedures.
6. Percentage of the criteria applied of the ‘Complaints, Suggestions, and Appreciation’ Guideline.
7. Percentage of complaints settled within the scheduled timeframe.
8. Percentage of the received complaints compared to the number of completed transactions.
9. Total number of the suggestions received.
10. Percentage of the suggestions rejected compared to the total number of suggestions received.
11. Percentage of the implemented proposals compared to the total number of suggestions received.
12. Percentage of people / suggestors recognised compared to the total number of suggestions received.
13. Percentage of applying the criteria of the Communication and Customer Awareness Guide.
14. The number of available channels to provide the service.
15. Percentage of compliance of services provided through the service delivery channels compared to the list of approved services.
16. Percentage of cost reductions of providing and developing services.

17. Financial savings realised as a result of achieving service efficiency\(^a\).

**B-2) Customer Perception Measures (perceptions)**

These measures reflect the opinion of customers, who have benefited and are affected by the activities and services provided by the government entity (G2C, G2G, and G2B) either directly or indirectly (through surveys, focus groups, discussions, remarks, letters of appreciation, and what so related), in addition to other measurements and reports which contribute to the integration of the performance appraisal process.

The assessment of the customer perception measure through the following:

1. **Mystery Shoppers Results** for all service delivery channels (Face-To-Face, by Phone, by Email, and Website)

2. **Customer Satisfaction** (as a percentage) for the services provided by the entity.

3. Customers satisfaction about complaints received and closed via Abu Dhabi Government Communication Center (800555).

**B-3) Partners Perception Measures about Service Delivery**

These measurements may include points such as the general perceptions, the level of compliance with the terms and conditions of the partnerships, the extent of partnerships utilisation, assessment of the channels of communication, level of cooperation in providing and exchanging information, and transparency in dealing and the selection criteria.
The Fourth Main Criterion: Digital Government

This criterion focuses on the level of digital maturity, the extent of designing and applying innovative plans and policies which support digital transformation in the entity’s delivery of digital services to customers, (i.e. individuals, businesses and government entities), to achieve the entity’s strategy and the smart digital government strategy, and the extent of achieving excellent results in this field, which exceeds the expectations of customers.

4- 1 Developing and Implementing the Digital Transformation Policy and Strategy

A) Capabilities of Developing and Implementing the Digital Transformation Policy and Strategy

Depending on the nature, objectives, and activities of a government entity, this criterion may include the following points:

1. Committed with the policies, criteria and manuals approved by Abu Dhabi government including (smart Government Strategy, Joint Electronic Services of Abu Dhabi Government, etc.)

2. Developing and implementing plans to support the application and use of digital services in different entities work including support processes in order to provide services to customers.

3. Developing and improving digital services in order to achieve the target of customer happiness, in addition to making financial savings by increasing the operational efficiency.

4. Managing the electronic infrastructure in the government entity in order to best utilise the resources available, and support the integration and centralisation efforts, exchange and share information and data electronically with stakeholders.

5. Integrating with the main joint government services platforms, (such as the Human Resource Authority, Abu Dhabi digital Government Platform, etc.).

6. Cooperation, coordination, and partnership with other government entities and the private sector to improve digital services.

7. Linking the digital services development projects provided by the entity with other government entities in order to develop integrated government services to achieve the Abu Dhabi Government objectives.
8. Identifying the partnerships required for linking electronic systems for providing digital services in the light of organizational needs and strategy, in a manner that integrates with the capabilities and adds further strengths to enhance to the delivery of integrated digital services, including outsourcing and contracting with the private sector in providing digital services and managing the relationship with them and evaluating the effect of such partnerships.

9. Applying the policies and criteria of information security approved by Abu Dhabi Emirate.

10. Promoting the entities presence in digital channels (the Internet, social media networks, smart devices, etc.).


Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following RESULTS:


1. Percentage of the digital transformation of the digitalized services compared to the total number of the digitalized services.

2. Percentage of transactions completed through digital channels compared to total transactions.

3. Percentage of use of government digital services.

4. Percentage of knowing the customers knowledge about digital services.

5. Percentage of compliance of websites with the quality criteria of digital services.

6. Performance results of all joint services developed and their level of integration with their relevant stakeholders.

7. The number of visitors to the entities`s website and other digital channels.

8. Percentage of updated or newly-created Digital Government services.

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10. The average availability of the entity’s website and other communication channels.

11. Financial revenues and savings consequent from the integration and development of services into digital services.

12. Number of entity’s application downloaded.

13. The mean time required (in minutes) for the initial response to deal with major electronic incidents.

14. Dealing with comments / suggestions provided by all customer segments with respect to digital services and innovative technical applications such as:

   ◊ Percentage of suggestions implemented (in terms of digital transformation).

   ◊ Percentage of feedback and issues addressed (in terms of digital transformation).

B-2) Perception Measures of Customers, Partners and Stakeholders (perceptions):

These measures express the opinion of customers, partners and stakeholders about the entity’s website and digital services, linkages and integration of electronic systems and the delivery of digital services either directly or indirectly, (through questionnaires, focus groups, feedbacks and suggestions, recognition letters, and ect.).
Depending on the nature of the entity, this MAY include the following POINTS:

1. Percentage of the various categories of customers satisfied with digital services, website and technologies used.

2. Percentage of Satisfaction of the various customers segments with the available channels of communication (website, contact center, social media, etc.).

3. Percentage of customer awareness on the digital services provided.

4. Percentage of customer confidence in using the digital services.

5. Percentage of customer satisfaction with the digital services.

6. Percentage of customer satisfaction with the effectiveness of the digital services channels.

7. Percentage of customer satisfaction with the way their submitted comments and suggestions on digital services are addressed.

8. Percentage of partners / stakeholders satisfaction with the level of compliance with the partnership terms and conditions and their benefits. This may include assessment of communication channels, the nature of relationship and the level of cooperation with partners, cooperation in providing and sharing information, transparency in dealing with the partner and selection criteria of partners.
SECOND PILLAR

10%

INNOVATION

Future Shaping

Innovation Management
Second Pillar: Innovation (10%)

The second pillar consists of two main criteria: Future shaping and Innovation Management. By observing the entity’s nature of work, identifying the most important elements of ambiguity inherent beyond the scopes of entity’s functions and their impacts; these criteria is implemented. This criterion also focuses on how innovative solutions and leading initiatives are administered in the services delivered and the processes and programs implemented that will - ultimately - ensure meeting the strategic objectives and customers satisfaction.

This Pillar includes two criteria:

Fifth main Criterion: Future shaping

Sixth main Criterion: Innovation Management
Fifth Main Criterion : Future shaping

The criterion focuses on how the entity has developed its capabilities in future thinking through enhancing the intellectual capital and ongoing modernization towards global leadership. Entities should meet global and future changes with agility, responsiveness and readiness by the use of various tools helping in shaping the future, analyzing the expected and unexpected future trends, possibilities and results through creative work methods towards further progress in entity’s accomplishments beyond their current capabilities.

Furthermore, the criterion underlines the endeavors the entity exerts to understand the future changes, capture opportunities while maintaining strategic and on-ground flexibility that will influence its operations, services and policies.

5.1 Future Shaping

A) Future shaping Capabilities

Depending on the nature, objectives, and activities of government entity, this criterion MAY include the following POINTS:

1. Conduct awareness workshops and technical training on on-going basis to build a future shaping culture deploy the tools acquired on the entity’s business focus areas.

2. Develop new tools for the future shaping promoting the entity’s business and government position.

3. Provide and update the big data required for futuristic analysis and strategic foresight.

4. How the entity uses quantitative and qualitative methods to predict the nature and importance of future trends and developments (social, economic, technological, etc.) and analyzes their impact on the entity’s work-related areas, as well as the identification and selection of the best alternatives based on these trends so as to benefit from, deal with or direct them towards achieving the government entity’s objectives.

5. The depth of future shaping in developing preventive strategies, policies and initiatives based on accurate readings of the future trends to position the government on a global level.
6. Exhaustive future shaping covering all government levels.

7. Developing futuristic studies on government entity's level or cross sectorial level.

**B) Assessment of the Future Thinking - related Results and Achievements**

Depending on the nature, objectives, and activities of government entity, this criterion MAY include the following RESULTS:

1. Number of awareness workshops Future shaping conducted for employees.

2. Number of tools trained on and tried within the entity.

3. Assessment of the quality of future studies used for laying-out strategies, policies and initiatives.

4. Number of pilot projects conducted to test readiness within the entity or inter-sectors.

5. Number of initiatives and projects developed and derived from analyzing global and future trends.

6. Number of organizational improvements developed based on future tools applications.

7. Number of studies and researches conducted by the entity across the future shaping areas.

8. Qualitative transformation achieved from thoughts - initiatives of future shaping.

9. How leadership is achieved in the light of future shaping.
Sixth Main Criterion: Innovation Management

The criterion focuses on the efforts exerted by the entity to ensure creating a work culture and environment supporting creativity, innovation and continuous improvement. This should be done through the application of systems and mechanisms designed to enhance the participation of stakeholders in providing new and innovative services, and by implementing creative ways to bring an added value to all stakeholders.

The criterion also places emphasis on how leading results are achieved.

6-1 The implementation of Innovation Management Systems

A) Capabilities of Developing and Implementing Innovation Management Systems

Depending on the nature, objectives, and activities of a government entity, this criterion may include the following points:

1. Developing and implementing 'innovation management systems', including the use of clear criteria to prioritise opportunities for improvement and further development that require creative solutions, and select feasible ideas in a manner ensures achieving the entity’s strategy and the Abu Dhabi Plan (for example, providing new innovative services, conducting work creatively, introducing initiatives, policies and programs that create added value to all stakeholders).

2. Providing a business environment, supported with proper tools and suitable channels that motivates employees, customers and other stakeholders towards participating in the innovation activities of entity.

3. Building a network of effective partnerships with universities, scientific research centers and other stakeholders from government and private sectors to support the innovation process to ensure integration to benefit all parties, thus making the most of available capabilities and resources.

4. Preparing and implementing capability building programs for human resources to enable employees to participate effectively in the innovation activities.

5. Ensuring the optimal utilisation of knowledge and information to identify the opportunities available for innovation.
B) Assessment of Developing and Implementing Innovation Management Systems - related Results and Achievements

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following RESULTS:

1. Result of innovation readiness in government entity.
2. Percentage of employees trained on innovation.
3. Percentage of innovations resulting from employees suggestions.
4. Rate of research papers per employee.
5. Percentage of innovations granted patents / intellectual property rights.
6. Number of workshops and events organized by entity on innovation.
7. The material and non material results achieved from implementing innovative ideas in services, processes and in supporting the achievement of strategic objectives of the entity.
8. Number of innovative ideas provided by customers and partners.
9. Number and size of innovative projects implemented in collaboration with partners.
10. Number of new services and products, developed policies and re-designed processes produced from the application of innovative ideas.
11. Number of leading business systems developed and deployed.
THE CRITERIA
THE GOVERNMENT EXCELLENCE SYSTEM-AbuDhabi

THIRD PILLAR
30%
ORGANIZATIONAL ENABLERS

- Human Capital & Emiratization
- Governance & Legislation
- Finance
- Corporate Communication
- Risk Management & Business Continuity
- Resources & Assets Management
Third Pillar: Organizational Enablers (30%)

The third pillar consists of main six criteria which are Human Capital and Emiratization, Governance and Legislations, Finance, Corporate Communication, Risk Management and Business Continuity, Resources and Assets management. They are applicable to all participating entities. How these criteria are deployed depends on the nature of the government entity’s functions, resources and assets used.

Seventh Main Criterion: Human Capital and Emiratization

Eighth Main Criterion: Governance and Legislations

Ninth Main Criterion: Finance

Tenth Main Criterion: Corporate Communication

Eleventh Main Criterion: Risk Management and Business Continuity

Twelfth Main Criterion: Resources and Assets management
Seventh Main Criterion: Human Capital & Emiratization

The present main criterion focuses on human Capital and Emiratization, to develop plans to achieve the objectives of entity as well as individuals, while providing high-quality services of human resources in accordance with the HR laws, regulations and complementary systems.

This criterion also includes an investment in human capital, sustainability, increase of their efficiency and productivity, recognizing their efforts, rewarding, promoting and empowering people, enhancing their abilities to innovate, focusing on attracting and retaining specialized local talent and striking a gender balance. This criterion focuses on achieving outstanding results in this field.

7- Developing and Implementing Plans, Policies and Processes Related to Human Capital

A) Capabilities of Developing and Implementing Plans, Policies, and Processes Related to Human Capital

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following POINTS:

1. Identifying the required behavioral skills and human resource capabilities to achieve the entity’s strategy corresponds with organizational structure and the general framework of operational processes, while developing the necessary plans to provide these resources.

2. Developing and applying integrated work policies and systems covering the various aspects of managing recruitment, professional development, career planning, relocation, job complaints and inculcation and recognition systems as well as other processes related to personnel while providing high-quality services and creating fairness and equal opportunity.

3. Distributing human capital, avoiding excessive numbers, and as appropriate with terms of recruitment commensurate with fixed policies and strategies.

4. Aligning team and human capital objectives of teams and personnel in a manner compatible with the entity’s objectives, reviewing and updating them in a right time.

5. Identification of training needs based on accurate information and scientific bases. Developing and implementing training plans using various forms of training and continuous education so as to ensure the human resources’ acquisition of the required knowledge, skills and behaviors, as well as the measurement of the effectiveness and impact of training on the human resources’ performance and behavior.

7. Developing training programs for the newly hired Local employees.

8. Assessment of human resources’ performance so as to ensure fairness, equal opportunities and transparency, provide regular feedback on performance and achievement of objectives and the competencies required to improve these levels, and link career advancement, rewards and incentives with the assessment results.

9. Empowering the human resources, and providing them with the necessary tools, information, skills and authorities to ensure their contribution to the fulfilment of objectives.

10. Embedding a culture of initiative-taking in order to support innovation in all areas of entity.

11. Ensuring that human resources are aware of the their contribution towards the entity’s continuous success.

12. Empowering and encouraging employees to share knowledge, information and best practices to ensure a constructive dialogue throughout the entity.

13. Encouraging employees to participate in community-building activities.

14. Encouraging and duly and timely rewarding leading achievements at all levels of the government entity (employees and working teams) and create a positive competition among them.

15. Provision of a healthy, safe and suitable working environment contributes to the motivation of human resources to improve their productivity and creativity, achieve a balance between their professional and personal lives (e.g. gym, library, lounge, etc.).

16. Empowering and supporting the role of women at work and creating supporting environment for working mothers and women (for example, Nursery, flexible hours for mothers or policies supporting working mothers).
17. Laying out future nationalization plans for the entity (job forecasts)\textsuperscript{10}.

18. Developing a clear-cut plan for job succession and replacement for all jobs, especially for the Leadership, Professional and specialized positions, (physicians, teachers, nursing staff, engineers, internal auditors, legal advisors, statisticians and financial analysts...etc.).

19. Measuring the rate of Emiratization properly and tracking it periodically, and make use of them in reviewing the Emiratization and job replacement plans.

20. Aligning the Emiratization plans for attracting national employees with the entity`s overall strategy and the organizational structure.

21. Developing plans to prepare first, second, and third level of local leaders and deploying best practices.

22. Developing and implementing the policies required to retain national talents, ensuring their sustainable attraction and assessing the outcome of these policies.

23. Ensuring the transparency and authenticity of the systems and procedures used in the interviews and selection of UAE nationals and making use of the feedbacks captured to improve them.

24. Coordinating with the educational entities and Human Resources Authority in order to implement programs providing local graduates in the specializations related to the entity`s work over the short and long terms. Government entities to deliver data of future vacancies into the manpower development system that will align the education outputs with labor market needs in the Emirate.

25. Preparing studies on the feasibility and possibility of creating, providing and/ or transferring additional jobs in areas with low job opportunities by participating in the «Target Job Opportunities Suitable for the Recruitment of UAE Nationals in Al-Ain City» as indicated by Abu Dhabi Plan.

26. Coordinating with the concerned authorities in regard to hiring UAE Nationals in the private sector. Also, to identify the type of support required for private sector companies to recruit UAE Nationals.
27. Communicating, joint planning, and holding cooperation meetings between entities and other organisations to support and empower the Emiratization process.

28. Effective participation in creating opportunities for cooperation and joint projects with the educational and training bodies to develop specialized educational and training programs to encourage national talents and provide the workforce needed and contribute to the entity’s work and its sustainability.

29. Comparing programs to train future leaders with local and international best practices in this field and measuring its impact on supporting the Emiratization programs.

30. Applying the organizational and career performance principles in accordance with the international best practices to ensure the realization of the entity’s organizational and strategic objectives.

31. Implementing comprehensive electronic system(s) for employees records and maintaining their accuracy.

32. Enabling local employees to complete their academic or specialized studies to support various fields at work and help achieving the organizational objectives, and also to provide qualified national cadre to the rare fields of work.

33. Abidance by the Human Capital and Emiratization legislations.

34. Ensuring the transfer of knowledge to national employees.

B) Assessment of Developing and Implementing Human Capital and Emiratization Plans, Policies, and Processes - related achievements and results

Depending on the nature, objectives, and activities of a government entity, this criterion MAY include the following RESULTS:

B-1) Performance Indicators of Developing and Implementing the Plans, Policies and Processes Related to Human Capital and Emiratization.
Personnel Development

1. Targeted efficiency compared to the available efficiency.
2. Average number of training hours per employee by category (leadership, supervisory, executive, specialist, technical, management, etc.)
3. Percentage number of trainees per employee by category.
4. Results of assessment of training impact.
5. Average training days per employee.
6. Percentage of abindance by the mandatory developmental programs (their application).
7. Number of employees holding academic or professional qualifications with specializations supporting the organizational work at their time of employment.

Motivation and Participation

1. Number of suggestions submitted for every 100 employees annually.
2. Percentage of suggestions implemented against the overall number of suggestions submitted.
3. Effectiveness of meetings held between the leadership and employees in entity.

Satisfaction Levels

1. Rate of job turnover.
2. Number of comments and grievances filed by employees.
3. Percentage of employee grievances timely closed (within the time specified).
4. Job happiness indicator in the entity.
Services Provided to Employees

1. The **time needed** to provide services to employees (time needed to complete the transaction).

2. **Efficiency of service** delivery to employees (rate of cost effectiveness of service delivery and the time taken to provide the service).

3. **Quick responding** to inquiries and applications.

4. **Effectiveness and accuracy** of electronic systems of employees information.

Emiratization

1. General **rate of Emiratization** in different job categories (leadership, supervisory, executive, specialized, technical, and vivid jobs) of the total workforce hired for the year.

2. Percentage of **local employee** turnover.

3. Percentage of **increase numbers of Emirati nationals**.

4. Rates of **Service Continuity** for Emirati nationals.

5. Percentage of trained local employees in the **professional specialized programs**.

6. Percentage of trained local employees in the **leadership and supervisory programs**.

7. Percentage of **actual spending** in training Emirati national employees out of the first section of the budget monitored for the training of Emirati national employees.

8. Percentage of nationals holding professional and specialized **certificates** out of total nationals in the specialized jobs category.

9. Percentage of **developmental plans** for Emirati national employees related to the entity's Annual Training Plan.
10. Percentage of trained national employees.

11. Percentage of national female employees completed leadership programs within a year.

12. The implementation of the development and training criteria in Abu Dhabi Government.

13. Percentage of national developmental plans linked with the entity’s annual training plan.

14. Percentage of completion of leadership development program requirements in Abu Dhabi Government.

15. Percentage of the knowledge share of the trainee national employees.

16. Results of raising Emiratization rates through the employment of nationals in vacancies (based on annual target).

17. Results of raising Emiratization rates through replacement based on annual target.

18. Percentage of jobs replaced through internal qualifying and training (rotation systems).

19. Percentage of jobs replaced for the categories need experience of 0 to 2 years.

20. Percentage of jobs replaced for the categories need medium experience (3 to 6 years).

21. Percentage of jobs replaced for the categories need advanced experience (7 to 10 years).

22. Percentage of jobs replaced for the category of leadership in the entity.

23. Percentage of jobs replaced for the categories of specialized, professional and technical jobs in the entity.

24. Percentage of outsourced jobs of total jobs of the entity / or % of employees not covered by the organizational structure or on special contracts out of the total entity employees.

25. Listing all vacancies in the e-government portal of the Human Resources Authority in due time as per the applicable rules.
26. Number of **vacancies listed** in the e-government portal.

27. % of vacancies listed in the portal **out of** total vacancies.

28. Number of **employees hired** on vacancies through the e-government portal.

29. Number of **non-nationals** employed by job categories.

**Other**

1. How the new law and HR standardized policies are applied.

2. How efficient is the work-power planning.

3. Number of violations associated with the human resources legislations.

4. Average number of work injuries.

**B-2) Employees and UAE Nationals Perception - related measures**

Employees’ perceptions on their own entity are collected through a number of sources such as surveys (whether made in the entity or developed by the General Secretariat of the Executive Council), focus groups, interviews, and methodological assessment processes.

These perceptions to give a clear understanding on how effective is the deployment and implementation of entity’s employees and nationalization strategy, and the supporting processes and policies also.
The Eighth Main Criterion: Governance and Legislation

The criterion focuses on the entity’s efficiency and effectiveness of the general governance framework to ensure enforcing the principle of accountability towards stakeholders, transparency towards society and the bodies concerned with the governance at the government level in terms of performance, completeness of legislative system and the compliance with legislation and laws including intellectual property rights. Additionally, the criterion address how entities are abided by the implementation of circulars and resolutions issued by the Executive Council. The criterion also focuses on how governance and legislation results are realized.

8- 1 Developing and Implementing General Framework for Governance and Legislations

A) Capabilities of Developing and Implementing a General Framework for Governance and Legislations

Depending on the nature of a government entity’s functions, objectives, and activities, the criterion MAY include the following POINTS:

1. Securing the completion of the entity’s legislative structure by issuing all legislations necessary for the government entity’s functions, in particular the executive regulation, rules and instructions stated in the entity’s articles of the association.

2. Developing and deploying an effective and comprehensive framework of governance for different work fields in the entity (e.g. enterprise management, HR management, financial management, information management, project management and resource and property management) and taking into consideration the current and future changes.

3. Meeting the governance principles in terms of separating tasks and responsibilities by determining the value chain and the overall framework of processes including main and supporting operations and the appropriate organizational structure to implement the strategy and its supporting policies.

4. Compliance with the legislation, laws, and requirements of government programs, with an effective follow up for the implementation of whatsoever included in the assessment and audit reports issued from the entities responsible for the follow-up, managerial and financial control (Abu Dhabi Accountability Authority, Internal Audit, and others).

5. Abidance by the resolutions and circulars issued by the Executive Council.
6. Availability of the entity’s delegation of authority matrix.

7. Applying criteria of innovation and creativity to encourage excellence and preserve the intellectual property rights of the entity and employee.

B) Assessment of Developing and Implementing General Framework for Governance-related Results and Achievements

Depending on the nature of a government entity’s functions, objectives, and activities, the criterion may include the following results:

B-1) Performance indicators of governance and legislation.

1. Results from the Abu Dhabi Accountability Authority.

2. Number of feedbacks included in the audit and assessment reports, prioritized by importance.

3. % of audit / assessment reports’ feedbacks timely closed.

4. Awareness on the new and updated legislation and laws published.

5. Number of lawsuits filed against the entity.

6. Timely submission of reports and studies requested by the Executive Council and its committees.

B-2) Stakeholders’ perception on Governance and Legislation-related measures

1. Transparency and integrity in the criteria of dealing with customers.

2. Transparency, integrity, and equal opportunity in human resources criteria.

3. Transparency, integrity, and equal opportunity in interacting and suppliers selection criteria.
The Ninth Main Criterion: Finance

The criteria focuses on strengthening the financial management concepts and deploying their criteria. The criteria are designed to support the application of best practices by the entities in financial planning, budgeting development and revenue growth, rationalizing costs, and managing assets. The criteria also emphasize the importance of control, auditing, and compliance with the regulatory frameworks and legislation, and measuring financial results.

9.1 Management of Financial Resources

A) Capabilities of Financial Resources Management

Depending on the nature of a particular government entity's functions, objectives, and activities, the criterion may include the following points:

1. Develop and apply comprehensive, long-term financial policies, plans, and operations to support achieving the entity's strategy.

2. Design the financial planning operations, internal control and supervision, revisions, and develop financial reports ensuring optimal use of the entity's resources efficiently and effectively.

3. Apply revenue growth programs (where applicable) to ensure financial sustainability.

4. Apply cost rationalization programs and raise operational efficiency.

5. Apply principles of calculating operations and services costs to ensure their efficiency.

6. Introduce, implement and improve financial governance procedures to suit all levels within the entity.

7. Evaluate, determine, and review investments in tangible and intangible assets, and take the long-term economic, social and environmental results into consideration (where applicable).

8. Determine and manage financial risks appropriately and have alternate plans for emergencies.
9. Use the budgeting guideline to develop budgets and distribute the approved financial allotments to various organizational units in alignment with their needs and objectives.

10. Abide by various regulations, instructions, and criteria related to the development of budgets and cash flow plans, and keep up with the updates required for entities and related to the Emirate’s Strategic Plan.

11. Guided planning to develop financial knowledge and raise efficiency of workforce responsible for budget planning and development and accounts management.

12. Entities’ commitment to deploy and update the shared government resources management system in coordination with DOF.

13. Effectively manage revenue collection (where applicable) and financial obligations.

14. Availability of project financial feasibility studies and their alignment with the entity’s strategic risk management methodology.

15. Manage the fixed asset, inventory, and property management system effectively and secure the feasibility of possession of properties and its optimal use (as per the approved criteria, regulations, and laws).

16. Carry out procurements in a transparent and efficient manner.

17. Lay-down clear plans to develop and improve the services provided to the beneficiary stakeholders in a professional way.

18. Availability of financial law, approved financial and accounting policies and procedures and other professional references for the financial Dept. employees.

19. Management of the financial, accounting systems, internal audit effectively and their compliance with the approved policies and regulations.
21. Improve financial services provided to the beneficiary stakeholders.

22. Develop a mechanism to receive suggestions and remarks relating to the level of alignment or conflict of the financial regulations and systems with the services of the entity.

23. Apply a set procedure to organize archived records related to the Finance Department, considering the records’ confidentiality level.

24. Coordinate and cooperate with external auditors.

25. Follow up on audit observations and recommendations for improvement, prepare relevant reports and implement the necessary corrective actions.

26. Utilize the asset of the entity based on the assumed term in order to generate higher revenue.

27. Ensure that decision makers involve the financial managers in developing and implementing recommendations to address financial challenges.

B) Assessment of Results and Achievements Relating to Management of Financial Resources.

Depending on the nature of a government entity’s functions, objectives, and activities, the results may include the following:

B-1) Performance indicators for financial resources management

1. Percentage of revenues achieved.

2. Percentage of reduction in operational expenses.

3. Budget variance (approved Vs spent).
5. Accuracy of financial planning of expenses.
7. Percentage of expense reduction resulting from cost main operation.
8. Percentage of reduction in the costs of core operations
9. Percentage of reduction in support operations.
10. Average days to collect accounts receivable.
11. Percentage of revenues collected over revenues due (where applicable).
12. Number of penalties – feedback – and number of repetitive penalties
13. Number of categorized financial reports.
14. Total savings from the budget resulting on cost-rationalization initiatives.
15. Number of procedures improved, number of operations reviewed, and number of systems developed.
16. Percentage achievement of the Finance Unit’s Strategic Objectives.
17. Quantification of the value add from services cost rationalization.
18. Average days necessary to close the financial books.
19. Number of services provided that were developed by the Finance Unit.
The Tenth Main Criterion: Corporate Communication

The Corporate Communication criterion focuses on:

1. Ensure the deployment of governance systems for Corporate Communication (both internal and external) within government entities, in order to activate the role of the communication function across its various competencies.

2. Promote for entities projects and accomplishments in particular and the government in general, in order to raise awareness on Abu Dhabi reputation and its government while enhancing the positive perception on the emirate.

3. Ensure the alignment of service information and procedures throughout all channels available to customers in addition to Abu Dhabi Government’s call center and other entities participating in the service delivery.

4. Focus on the effective communication with all internal partners and use of appropriate tools to keep them updated on all updates.

10-1 External Corporate Communication

A) Capabilities of Designing, Implementing and Evaluating of Corporate External Communications Plans

Depending on the nature of a government entity’s functions, objectives, and activities, this criterion MAY include the FOLLOWING:

1. Designing of strategic communication roadmap aligned with the communication strategy of Abu Dhabi government and within the set criteria (including the effective communication with the targeted audience, identification of communication messages directed through new, innovative and interactive channels, key partners locally, regionally and internationally and the opportunities of strategic partnerships). Also promoting of messages through various means (externally), and delivering them to the concerned entity in a timely manner.

2. Working on the Annual Progress Report for the Communication Plan and submitting it to the competent authority as per the set criteria (this may include controls and standards for media campaigns building up their efficiency and effectiveness while exploiting the entity’s resources available and avoid waste of resources.)

- Commitment to deploy the “Use of Advertisement and Promotion Means for the Government Entities and Companies” guide.
- Commitment to deploy the “Compliance with Gift Provision” Guide.
- Commitment to the “Use of Social Media sites in Government Entities” guide.
- Commitment to the deployment of “Abu Dhabi Brand Identity” guidelines.

4. Effective communication with customers through various communication channels, and ensure entity’s commitment to deploy the «Communication with Customers» guide.

5. Deployment of the communication methodology with all strategic partners, sharing of knowledge and strengthening of positive relations with them.

6. Cooperation of the Corporate Communication team at the entity towards sharing of knowledge with the communication teams of other government entities in Abu Dhabi.

7. Ensuring of an smooth, efficient, and timely response by the Corporate Communication team with the representatives of the different media entities in Abu Dhabi.
B) Assessment of Designing, Implementing and Evaluating Corporate Communication Plans - related Results and Achievements

Depending on the nature of a government entity's functions, objectives, and activities, this criterion MAY include the following RESULTS:

B-1) Performance indicators related to the development, execution and evaluation of Corporate Communication plans (internal and external).

1. Percentage of the Corporate Communication plan achievement.
2. Percentage of on-time submission of the annual strategic plan by the government entities as per the approved criteria.
3. Percentage of the application of communication policy terms and items by government entities.
4. Total number of media appearances of the entity in the media.
5. Interaction of the government entities with the audience in the social media.
6. Updating the entities' communication channels including the website.
7. How often official speakers appear in the media, when necessary.
8. Entity interaction with the audience through media and digital applications.
9. Interaction of the public with media initiatives / campaigns (through inquiries, messages, increase no. of website visits).
10. Direct or indirect positive impact of media initiatives / campaigns (e.g. lower rate of accidents due to road safety campaign).

B-2) Opinion Criteria (perceptions)

Stakeholders Satisfaction (customers, media figures, audience, etc.) on the effectiveness of Corporate Communication.
10-2 Internal Corporate Communication

A) Capabilities Related to Developing, Implementing and Evaluating the Corporate Communication Plans

Depending on the nature of a government entity's functions, objectives, and activities, this criterion MAY include the following POINTS:

1. Development of an internal communication strategy and ensuring its effective execution.

2. Identifying the needs and requirements for effective communication among employees and between employees and their managers within entity's organizational units, and providing them with the information in accordance with their needs.

3. Diversity of channels and means in internal communication (e.g. face-to-face, prints, digital channels).

4. Planning internal communication by using a coherent and standardized approach for the communication of messages.

5. Activation of the role of managers in the internal communication process and in communicating information, and their role in guiding and orienting the team.

6. Educating employees on the entity’s strategy, key functions and services provided.

7. How the updated enterprise information are available to all concerned employees.

8. Consistency of internal communication with the external messages, and updating all employees of all external communications in prior to or concurrently with their public publication.

9. Establishing and activating of knowledge sharing channels within the entity to share the organizational knowledge at all levels and measuring how effective these channels in the sharing of knowledge.

10. Enabling and facilitating effective communication processes for the human resources that permits sharing of knowledge internally (within the entity) and externally with its partners and customers.

11. Availability of mechanism for receiving employee feedback and suggestions.

12. Laying-down an internal communication framework throughout the corporate change process to keep the employees updated on the latest.
B) Assessment of Results and Achievements Relating to Designing, Implementing and Evaluating the Internal Corporate Communication Plans

As per the nature of work, objectives and activities of the government entity, this criterion MAY include the following RESULTS:

B-1) Performance indicators related to the development, application and evaluation of Corporate Communication plans (internal).

1. Effectiveness of internal communication.

B-2) Opinion Measurements (perceptions)

1. Satisfaction of the entity’s employees with the internal communication effectiveness.

2. Satisfaction rate of internal units with the internal communication plans for their projects and the services provided to them.
The Eleventh Main Criterion: Risk Management & Business Continuity

The criterion focuses on the importance of implementing the risk management program and business continuity management program based on the Business Continuity Management Standard (AE / HSC / NCEMA 7000: 2015) by the Abu Dhabi government entities and companies to ensure proactive risk reduction and effective control of current and expected risks. Also to ensure the continuity in the provision of services to customers and stakeholders through an active addressing of any emergency, crisis or disaster within an integrated framework achieving the comprehensive development and vision of the Abu Dhabi Emirate.

Therefore, Abu Dhabi entities and companies must be committed to deploy the risk management and business continuity program in a manner in parallel to the level of strategic and operational risk it faces and ensure the integration of the risk procedures with the management systems, and realize the target sought for by limiting their negative impact (if happened on ground). Entities must have alternative plans for the core and vital tasks and services to ensure their continuity in emergencies and crises, serve the society and maintain the reputation of the entity and state.

11- 1 Risk Management

A) Capabilities of Developing and Implementing Risk Management Plans

Depending on the nature of a government entity's functions, objectives, and activities, this criterion MAY include the following POINTS:

1. Entities workforce to understand of the key functions and responsibilities of various departments and sectors, and the nature of association with stakeholders and the entity's key partners.

2. Identification of the corporate activities' best practices within standards aligning with the entity's vision, mission and strategic and operational objectives. also the identification of a framework by which risks would be classified, their internal and external impacting factors identified and the processes and procedures association analyzed at different corporate levels.

3. Identification of strategic and operational risks of various categories through a methodology engaging all the stakeholders in the identification, assessment and setting of improvement controls within the risk registry, and also determining the responsibility of follow-up, execution and provision of the resources required, and their reflection on the risk matrix.

4. Measure the added value of improvement actions periodically to determine the level of risk control and compare them with the Risk Appetite Index of the entity.
5. Review the risk matrix results on regular basis to identify their impacts and likelihood at different levels to study the feasibility of operational costs.

6. Create an entity database to manage all data on strategic and operational risks and identify the effectiveness of controls and feasibility of investment to control or reduce risk to the acceptable tolerance level.

7. Ongoing assessment of the technical and financial performance of suppliers and contractors to ensure the availability of updated reports demonstrating how the private sector is abided by risk management.

8. Share the outcome of risk management by effective controls during specialized forums and conferences to share knowledge, expertise and practices with the concerned parties.

B) Assessment of Designing and Implementing the Risk Management Plans - related Results and Achievements

Depending on the nature of a government entity's functions, objectives, and activities, the criterion MAY include the following RESULTS:

1. Number of important resolutions issued by the senior management that considered the risk analysis report.

2. Value of defaulted projects due to the failure in identifying risks (that could impact the project progress) in a proactive manner.

3. Number of risks of different types presented before the board of directors and senior management.

4. Value of investments in developing Business Controls for operations and procedures to manage risk levels and measure the return on investment for the entity.

5. Percentage of operations / processes not covered in the risk management process out of the total approved operations / processes.

6. Percentage of corrective actions executed within the approved timeline plan in the risk registry.

7. Percentage of operations included IT risks related to the entity's software and electronic systems.

8. Percentage of risks distributed to the departments and entities in a manner not suitable for their work (to manage risk).
9. Number of risks that have corrective plans but without designating a competent person to handle the execution responsibility.

10. Percentage of risks which are not approved and which do not have corrective actions in the approved risk matrix.

11. Percentage of risks which are not approved and which have corrective actions in the approved risk matrix.

12. Number of risks that exceed the risk tolerance level in the periodical measurement of enterprise risks that not have a certain procedure within measurement activities.

13. Percentage of risks that exceed the risk tolerance level and do not have corrective / mitigation actions in the periodical review of enterprise risks.

14. Percentage of risks that exceed the target review period to measure and monitor risk levels.

15. Percentage of stakeholder satisfaction with the results of corrective / mitigation actions to eliminate or reduce the identified risks.

11- 2 Business Continuity

A) Capabilities of Developing and Implementing a Business Continuity Program

Depending on the nature of a government entity's functions, objectives, and activities, the criterion MAY include the following POINTS:

1. Ensure business continuity management objectives are met through determination of roles and responsibilities of the concerned work teams and share senior management effectively to set a business continuity strategy.

2. Prepare and approve the methodology of business impact analysis to analyze and manage the activities, programs and vivid electronic systems within a clear framework that determines the necessary indicators for interruption and retrieval of vivid services and activities.

3. Introduce necessary procedures to limit the risk of failure or suspension of the entity's vivid activities.
4. Apply accurate procedure to reduce risk that would stop or freeze the vivid activities within the entity.

5. Determine and choose business continuity strategies based on the results of business impact analysis, risk assessment process and allocation of necessary resources to achieve the optimal recovery period of the human resources, buildings, facilities, infrastructure, information, communications, and financial contingencies for emergency, crisis or disaster cases.

6. Prepare and approve an accident response plan within the incident response framework, allocate roles and responsibilities to the work team and apply accident detection mechanism, alarm and warning procedures and communication with the stakeholders.

7. Develop and approve a business continuity plan to be circulated to all concerned employees and stakeholders. The plan must be consistent with the business continuity strategy and accident response plan in order to be easily accessible and understandable by the stakeholders upon execution.

8. Circulate the business continuity plan to the concerned stakeholders only which includes: the primary obligations, reference information, specific roles and responsibilities of the entity's employees and the concerned teams during and after the occurrence of an accident, as well as the authorities' matrix to activate each plan under any circumstances.

9. Develop and apply a media response plan that includes designation entity speaker and regular mechanism to receive information and test the capabilities of entity communications considered as part of the periodical tests.

10. Aware the employees within the entity of the importance of business continuity and understanding their roles and the existence of a clear mechanism of internal communication management during crises.

11. Create and implement an awareness and training program through a clear and approved methodology which is based on empowerment and assessment of the training program effectiveness.

12. Execute drills and exercises periodically to ensure the readiness of the plans and the effectiveness of business continuity management program and that its objectives are met. Tests must be performed to evaluate readiness, validity and suitability of techniques, technologies, facilities and infrastructure necessary to carry out the entity's business continuity management plans and submit and review post-drill reports and take necessary actions, if required.

13. Review the framework for the business continuity management program and its reports.
14. Conduct administrative reviews for the business continuity management program periodically or upon the occurrence of major changes in the entity to verify the ongoing achievement of the program objectives. The periodical review is made at least once a year.

15. Evaluate and review the business continuity management program, including administrative review, assessment of business continuity plans, corrective and preventive measures, and internal auditing.

B) Assessment of Results and Achievements on Developing and Implementing Business Continuity Program.

Depending on the nature of a government entity’s functions, objectives, and activities, the criterion MAY include the following RESULTS:

1. Percentage of success in training and staged drills to handle crises and disasters.
2. Average number of occupational injuries resulting from crisis and disasters.
3. Number of accidents resulting from the entity’s operations and activities.
4. Percentage of success in emergency plans in handling risks (that have occurred).
5. Percentage in completion of readiness plans as per Abu Dhabi Emirate’s risk portfolio.
6. Success rate of field drills for business continuity management plans.
7. Percentage of satisfaction in the response in general.
8. Time to recover a time-sensitive important core operation after an emergency.
9. Time taken to recover important data after an emergency.
10. Enhancement of performance / productivity due to risk management and business continuity activities.
11. Satisfaction level of the key stakeholders.

12. Level of maturity and effectiveness of business continuity management systems.

13. Number of observations addressed to raise the effectiveness and efficiency of core operations.

14. Percentage in completion of post-drill recommendation reports.

15. Rate of recovery of vivid services compared with the approved indicators of the program to measure flexibility of the entity in absorbing accident or emergency and continuity in delivering vivid services.

16. Percentage in completion of the recommendations by senior management based on the outcome of the annual management review of the business continuity management program.
Criterion Main Twelve: Managing Assets & Resources

The criterion focuses on how effective the entity manages its internal resources and assets towards supporting its relevant strategy and policies and ensuring an active implementation of processes. The criterion also focuses on the realization of leading results thereby.

12- 1 Planning and Management of Assets (buildings, equipments and resources)

A) Capabilities of Planning and Management of Assets (buildings, equipments and resources)

Depending on the nature of a government entity's work, objectives, and activities, the criterion MAY include the following POINTS:

1. Development and deployment of long-term policies and plans so as to manage assets, facilities and equipments and support the government entity's policy and strategy.

2. Optimal use of assets, facilities, equipments, and the management of their life cycle, and secure their physical security through maintenance programs (especially preventive maintenance).

3. Deployment of environmental specifications in procurement processes, and the use of environment-friendly materials to ensure the preservation of environment and non-renewable resources.

4. Optimal management of warehouses and stores.

5. Apply criteria to rationalize and optimize the consumption of water, power and natural resources, and use of environment-friendly materials to preserve the environment and non-renewable resources.

6. Effective management of natural resources through recycling, reusing, and reducing of material consumption.

7. Adopt and implement suitable policies and mechanisms to limit the environmental impacts at the local and global levels including the development of objectives meeting the legal requirements.
8. Deploy of Occupational Health and Safety Standard\textsuperscript{14} and commit towards uploading all related reports including the occupational health and safety reports through the electronic application “Al Adaa”\textsuperscript{15}.

B) Assessment of Property Planning and Management (buildings, equipment, resources) - related Results and Achievements

As per the nature of work, objectives and activities of the government entity, this criterion may include the following results:

B-1) Performance indicators regarding the planning and management of (buildings, equipment, resources).

1. Efficient use of buildings and equipment.
2. Efficient and effective maintenance operations.
3. Percentage of reduction in expenses related to property management.
4. Percentage of reduction in electricity and water consumption.
5. Amount of materials reused / recycled.
6. Percentage of reduction in materials consumption, (e.g. papers, fuel, chemicals, others).
7. Percentage of reduction of greenhouse gases and environmental pollutants’ emission.
8. Percentage of compliance with the green buildings code.
10. Percentage of environment-friendly technologies used in the operations / services.

\textsuperscript{14}Circular No. 12 of 2010 about the implementation of the environmental, health and safety management system in Abu Dhabi

\textsuperscript{15}Circular No. 28 of 2015 about using Electronic Application “Al Adaa” for Occupational Health and Safety.
12- 2 Management of Relations with Suppliers

A) Capabilities of Managing Relations with Suppliers

Depending on the nature of a government entity's work, objectives, and activities, this criterion may include the following points:

1. Layout a framework and terms for a long-term relationship (partnership) with suppliers so as to realize mutual benefits, lead to building sustainable relationships supporting the entity's objectives in terms of bringing about an added value to stakeholders, and reducing costs and expenditure.

2. Transparency in deploying the suppliers' selection and assessment-related criteria (e.g. amendment and revision of contracts, classification of suppliers, referral of bids, etc.).

B) The Assessment of Managing Relations with Partners and Suppliers - related Results and Achievements

Depending on the nature of the work of the government entities, their objectives and activities, this criterion MAY include the following RESULTS:

B-1) Performance indicators in regard to managing the relationship with partners and suppliers:

1. The suppliers' assessment results.

2. Percentage of reduction in procurement-related expenditure.

3. Number of feedbacks related to suppliers.

B-2) Measuring Suppliers' perception

1. Suppliers' satisfaction measure which may include (general perception, compliance with the partnership contract terms and conditions, communication channels, transparency in dealing and selection criteria & others).
12- 3 Information and Knowledge Management to Support Effective Decision-Making and Building the Entity’s Capabilities.

A) Capabilities of Information and Knowledge Management to Support Effective Decision-Making and Building the Entity’s Capabilities.

As per the nature of work, objectives and activities of the government entity, this criterion may include the following points:

1. Provide accurate and sufficient information for leaders to support them effectively in the decision-making process and at the appropriate time, to allow them to forecast the performance of the entity in the future effectively.

2. Convert data to information and to knowledge when necessary, for the purpose of including it and using it effectively.

3. Allowing employees and other external users to have access to related information and knowledge and monitoring this operation; while providing protection and information security and protecting intellectual property.

4. Use data and information of the current performance and capabilities of the current processes to determine the available opportunities for innovations and make them happen.

5. Ensuring the accuracy, comprehensiveness, update and integration of information and knowledge.
B) Assessment of the Information and Knowledge Management to Support the Effectiveness of Decision-Making and Building the Entity's Capabilities.

Depending on the nature of a government entity’s work, objectives, and activities, the criterion may include the following results:

B-1) Performance indicators related to information and knowledge management to support taking decisions effectively and building the entity’s capabilities

1. Accuracy, suitability and availability of information in a timely manner.
2. Percentage of participation and share of knowledge.
3. Percentage of knowledge captured in the entity.
4. Number of knowledge-sharing retreats / events.
5. Effectiveness of tools, technologies and development techniques used in sharing knowledge.
The Assessment Process
THE GOVERNMENT EXCELLENCE SYSTEM-AbuDhabi

CAPABILITIES ASSESSMENT
30% CRITERIA

- Effectiveness
- Efficiency
- Learning Development
Capabilities Assessment principles

The assessment approach for the government excellence system is divided into two main sections: one related to the assessment of Capabilities, and the other is related to the assessment of Results. Capabilities are assessed through three main pillars including effectiveness, efficiency, and learning & development, while results are assessed through four pillars including comprehensiveness & usability, achievement of results, performance improvement and leading position.

Below is a detailed explanation for each of these criteria:

**Effectiveness:**
An excellent government entity designs and implements systems, programs, processes, services and policies (capabilities) meeting the needs and requirements of all stakeholders and ensuring their active participation in accordance with the entity's nature of work, mandate and best practices. This implementation leads to positive results effectively contribute to the achievement of entity's strategy and also the government's strategy, in addition to providing an added value to all stakeholders.

Effectiveness is measured according to the % of capabilities meeting the stakeholders› requirements, corresponding to the entity’s nature of work and best practices, and achieving the desired strategic results.

**Efficiency:**
When implementing programs, systems and processes and providing services, the excellent government entity shall observe that implementation needs to be done in a way ensuring an optimal utilization of various resources (human, technical, equipments, buildings, etc.), and rational spending satisfying the needs and benefits of stakeholders while eliminating the expenses not adding value to the stakeholders.

Efficiency is measured according to the Percentage of capabilities guaranteeing efficient and rational spending.

**Learning and Development:**
The excellent government entity continuously improves its initiatives, programs, work systems, processes, services and policies by using creative ideas and innovative ways based on learning from the entity's performance results and best practices, and active engagement of all concerned.

Result of learning and development is measured based on the continuity and effectiveness of learning and development within the entity.
### Capabilities Assessment Tool

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Definition</th>
<th>10 - 0</th>
<th>35 - 15</th>
<th>60 - 40</th>
<th>65 - 85</th>
<th>90 - 100</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Effectiveness</strong> (50%)</td>
<td>Do the capabilities meet the needs of all stakeholders and contribute to achieving the strategy?</td>
<td>They do not meet the needs of all stakeholders nor contribute to achieving the strategy.</td>
<td>They meet the needs of some stakeholders and contribute partially to achieving the strategy.</td>
<td>They meet the needs of most of the stakeholders and largely contribute to achieving the strategy.</td>
<td>They meet the needs of all current stakeholders and contribute to achieving all strategy results.</td>
<td>They meet the needs of all current and potential stakeholders and contribute to achieving all strategy results as well as making them sustainable.</td>
</tr>
<tr>
<td></td>
<td>Do the capabilities correspond to the entity's work nature and are in line with best practices?</td>
<td>They do not correspond to the entity's work nor are in line with best practices.</td>
<td>They somewhat correspond to the entity's work and are partially in line with best practices.</td>
<td>They largely correspond to the entity's work and are in line with best practices.</td>
<td>They completely correspond to the entity's work and are considered among international best practices.</td>
<td>They completely correspond to the entity's work and are considered unique best practices to be set as a benchmark.</td>
</tr>
<tr>
<td><strong>Efficiency</strong> (20%)</td>
<td>Are the capabilities implemented in ways that guarantee optimal utilization of various resources and rational spending?</td>
<td>The entity does not take into consideration the optimal utilization of resources nor rational spending during implementation.</td>
<td>The entity somewhat takes into consideration the optimal utilization of resources and rational spending during implementation.</td>
<td>They largely correspond to the entity's work and are in line with best practices.</td>
<td>All resources are optimally utilized and the entity completely takes into consideration rational spending during implementation.</td>
<td>The entity is considered an international benchmark in the optimal utilization of resources and rational spending.</td>
</tr>
<tr>
<td><strong>Learning and Development</strong> (20%)</td>
<td>Do the capabilities correspond to the entity's work nature and are in line with best practices?</td>
<td>No such improvement or analysis is made and the entity does not learn from performance results and best practices.</td>
<td>Such improvement is somewhat achieved by innovative ideas and creative methods based on analysis and learning from performance results and best practices.</td>
<td>Such improvement is largely achieved by innovative ideas and creative methods based on analysis and learning from performance results and best practices.</td>
<td>Such improvement is continuously and comprehensively achieved by innovative ideas and creative methods based on analysis and learning from performance results and best practices.</td>
<td>The entity is considered an international benchmark as a learning and innovation entity.</td>
</tr>
</tbody>
</table>
Capabilities Assessment Method

Rules for the implementation of Assessment Tool on Capabilities

The Final Result of the main criteria is calculated as follows:

1. Each pillar (Main and Sub) to be evaluated out of 100 scores.

2. Percentage of the main pillar result (Effectiveness) will concluded through calculating the average of the two sub Pillars (Do capabilities meet the needs of all stakeholders and contribute to the realization of strategy?) and (Do Capabilities fit into the entity’s nature of work and compatible with best practices?) out of 100 scores. Thereafter, the arithmetic average will be multiplied by the criteria weight of the Pillar (60%).

3. Percentage of main pillar result (Efficiency) will be calculated through multiplying the score of the main pillar out of 100 by the criteria weight of the main Pillar (20%).

4. Percentage of the main pillar result (Learning and Development) will be calculated through multiplying the score of the main pillar out of 100 by the criteria weight of the main pillar (20%).

5. The final result of capabilities will be calculated through adding the Percentage result of the three main pillars: (Effectiveness), (Efficiency), and (Learning and Development).
The Assessment Process
THE GOVERNMENT EXCELLENCE SYSTEM-AbuDhabi

RESULT ASSESSMENT
70% CRITERIA

- Comprehensiveness and Usability
- Achieving Results
- Performance improvement
- Leading Position
Result Assessment Method

The Final Result of the main criteria is calculated as follows

◊ The final result of the main criterion is calculated by adding the result of capabilities to that of results for each criterion.
◊ The result for each criterion is multiplied by the weight assigned to the main criterion within the government excellence system.

Comprehensiveness and Usability

An excellent government entity provides the decision makers and all stakeholders with accurate and sufficient information on how strategy is realized and the performance of capabilities (processes, projects, services and policies) in a manner helps the entity predicts their future performance through an integrated system of balanced scorecards suitable for the nature of the entity’s work and covering all the points the entity needs to measure.

How comprehensive the results are will be calculated based on the % of indicators (covering the required range of measurement and assigned to specific targets) whose reliability is validated from all indicators used.

Achievement of Results

An excellent government entity sets reasonable and ambitious targets bringing on competitive edge, creating a challenging environment for staff and incentivizing them to achieve these targets.

How results are achieved is measured based on the % of indicators achieved targets Vs. all indicators with reasonable and ambitious targets.
Performance improvement

An excellent government entity achieves continuous improvement in performance as a result of an effective learning from its previous performance and best practices and its effective development and innovation efforts.

How performance developed is measured based on the percentage of indicators achieved positive trend or stability of good performance throughout three measurement periods at least (4 years).

Leading Position

Excellent government entity reaches leading positions internationally within its area of work based on the results achieved. Its results also contribute to placing the state in leading positions in international rankings and indices.

How the entity achieved leading position is measured based on the % of indicators by which the entity reached leading position within its area of work and/or placed the UAE in such position.
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Assessment Criteria</th>
<th>0 - 10</th>
<th>15 - 35</th>
<th>40 - 60</th>
<th>65 - 85</th>
<th>90 - 100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensiveness</td>
<td>Are all appropriate indicators measured in order to monitor, understand and forecast the performance of the capabilities and level of success in achieving the strategic plan? to monitor, understand and forecast the performance of the capabilities and level of success in achieving the strategic plan?</td>
<td>Indicators corresponding to the nature of the capabilities and that which monitor the achievement of the strategic plan are not measured.</td>
<td>Some indicators corresponding to the nature of the capabilities and that monitor the achievement of the strategic plan are measured.</td>
<td>Most of the indicators corresponding to the nature of the capabilities and that monitor the achievement of the strategic plan are measured.</td>
<td>All of the indicators corresponding to the nature of the capabilities and that monitor the achievement of the strategic plan are measured.</td>
<td>All of the indicators corresponding to the nature of the capabilities and that monitor the achievement of the strategic plan are measured using innovative and unprecedented indicators.</td>
</tr>
<tr>
<td>and Usability (50%)</td>
<td></td>
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<tr>
<td>Result Achievement</td>
<td>Are the set targets reasonable and ambitious? - Were targets met?</td>
<td>The targets are not reasonable or none of them were met.</td>
<td>Some of the reasonable and ambitious targets were met.</td>
<td>Most reasonable and ambitious targets were met.</td>
<td>All reasonable and ambitious targets were met.</td>
<td>All reasonable and ambitious targets were met, and there is confidence they will continue to be met in the future.</td>
</tr>
<tr>
<td>(20%)</td>
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<tr>
<td>Improvement in performance</td>
<td>Is learning and improvement effective at the entity?</td>
<td>There is no positive trend or sustainability of good performance.</td>
<td>There is a positive trend or sustainability of good performance for some results over the course of four years.</td>
<td>There is a positive trend or sustainability of good performance for most results over the course of four years.</td>
<td>There is a positive trend or sustainability of good performance for all results over the course of eight years.</td>
<td>There is a positive trend or sustainability of good performance for all results over the course of eight years.</td>
</tr>
<tr>
<td>(20%)</td>
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<tr>
<td>Leading Position</td>
<td>Do the achieved results place the entity and the country in a leading position internationally?</td>
<td>The entity did not achieve any leading position internationally.</td>
<td>The entity/country achieved leading positions internationally in some points.</td>
<td>The entity/country achieved leading positions internationally in many points.</td>
<td>The entity/country achieved leading positions internationally in many points.</td>
<td>The entity/country is considered the best internationally in all points.</td>
</tr>
<tr>
<td>(10%)</td>
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</table>
Rules for Results Assessment

Results Assessment consists of two main sections

Section 1: Includes the main criterion (comprehensiveness and usability) through which the scope - covered by the entity with appropriate indicators, therefore, this section is the determinant of final result.

1. The main criterion (comprehensiveness and usability) to be evaluated out of 100.

2. The result (out of 100) is then multiplied by the weight set for the criterion (50%) in order to determine the weighted result for the main criterion (comprehensiveness and usability).

3. The Percentage weight of the result for the main criterion (comprehensiveness and usability) is calculated by dividing the result in step 2 over 50 (the 50 represents the full result in case of scoring 100 for this criterion).

Section 2: Includes three main criteria (achievement of results, performance improvement and leading position), evaluating the performance of corresponding indicators the entity had measured and had been defined through the first criterion.

1. Each of the three main criteria (achievement of results), (performance improvement) and (leading position) must be evaluated out of 100.

2. Percentage result of the three main criteria (achievement of results), (performance improvement) and (leading position) is calculated through multiplying the result (out of 100) by the weight set for each of the three criteria; (achievement of results), (performance improvement) and (leading position) (20%, 20%, 10%) respectively.
3. The result of each of the three main criteria as calculated in step no. 2 must be multiplied by the relative weight result for the main criterion (comprehensiveness and usability) as calculated in step no. 3 of section 1.

In order to measure the overall result for the results section, the following step must be taken:

The final result is the sum of the four main criteria (comprehensiveness and usability, achievement of results, performance improvement and leading position) calculated by adding the result from step 2 in section 1 and step 3 in section 2.

The Final Result of the main criteria is calculated as follows

1. The final result of the main criterion is calculated by adding the result of capabilities to that of results for each criterion.

2. The result for each criterion is multiplied by the weight assigned to the main criterion within the government excellence system.
Award participation manuals & conditions

- Required information
- Capabilities and indicators
Award Participation Manuals and Conditions

Except Best Service, Best Joint Service, and Executive Council Chairman medals

1. The ADEP Office will announce the deadline for receiving applications.

2. Participation in ADAEGP is subject to the following conditions and controls:

◊ Total score for the First Pillar (Vision Achievement), i.e. 60%, will be distributed to the four main criteria falling under that Pillar (Abu Dhabi Plan, Main Functions, Service Delivery, digital Government), taking into consideration the work nature and function of each entity and the criteria applicable to it. % weights to be identified by ADEP Office in coordination with each entity at the beginning of each evaluation cycle. Such identification to be revised in case of any changes in the work nature and function of entity at any time before the submission date of formal application to the Award dept.

◊ All requirements will be completed via AMS digital platform. Excellence Ambassadors will be given the necessary authority to complete the requirements.

◊ Participation applications will be submitted via AMS digital platform. The Final approval will be made by an entity’s chairman, General Manager, or Chief Executive Officer, as a final approval step in AMS platform, and this will be an official approval for the validity and accuracy of the information provided.

◊ Applications will be completed in both Arabic and English language.

3. As per the Executive Council’s circular, no third party (a consultant) shall be engaged in the completion of participation requirements.
Required Information

Completing entity’s file that includes:

1. Creation date.
2. Number of employees.
3. Main office address.
4. Logo (to be attached).
5. Website.
6. Facebook page.
7. Twitter account.
8. LinkedIn page.
9. YouTube channel.
10. A brief about the entity and its evolution (a summary historical overview of the entity’s, e.g. highlight of major events like changes in governing legislations, name, work nature, etc.) (300 words max).

All information will be submitted via ADAEGP digital platform in Arabic and English. Information included here is for guidance and to help entities prepare the required information. No paper application will be made available to complete.
Required Information

Corporate environment

1. main functions stipulated in the Memorandum of Association and any other documents detailing entity’s functions and services as well as any added functions (constitutional documents to be attached in Arabic and English).

2. Main processes and employees names who responsible with it.

3. Key customers and their categories.

4. Partners

5. Key suppliers.

6. Organizational structure (to be attached in Arabic and English language).

Strategic Environment

7. Vision (Max 100 words)

8. Mission (Max 100 words)

9. Values (Max 300 words)

10. Strategic plan (to be attached in both Arabic and English)
**Capabilities**

All means and methods used by the entity to meet its strategic objectives. These may include: processes, services, policies, programs and projects. Capability to be described in the light of its impact on indicators and the result achieved (as illustrated in the table, page 84).

1. Once file is complete, entities will be required to link capabilities with their indicators (program indicators “Abu Dhabi Plan”, “standardized indicators”, entity's approved strategic indicators, and operational indicators).

2. Allowable no. for each sub-criterion is 30 capabilities MAX. and allowable no. of indicators for each capability is 10 indicators MAX.

3. Allowable no. of words per capability is 50 words.

4. Entities adding information shall be in both Arabic and English language.

**Indicators**

5. Abu Dhabi standardized indicators.

6. Abu Dhabi Plan indicators applicable to the entity.

7. Entity's approved strategic indicators.

8. Entity's operational indicators.
### Examples of drafting capabilities and linking them to indicators

<table>
<thead>
<tr>
<th>Capability</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capability:</strong> Improve process and shortening service delivery time through application of process enhancement techniques such as (...), real-time measurement, as well as continuous improvement of services.</td>
<td>Percentage of customers satisfied with service delivery time.</td>
</tr>
<tr>
<td><strong>Result:</strong> Improvement in customer satisfaction about service delivery time.</td>
<td></td>
</tr>
<tr>
<td><strong>Capability:</strong> Increase service delivery channels by including the website, e-kiosks, and Abu Dhabi e-government portals. These channels have been published through social networking sites and entity’s website.</td>
<td>Percentage of satisfaction with service delivery.</td>
</tr>
<tr>
<td><strong>Result:</strong> increased satisfaction with ease of access to services over the last three years.</td>
<td>Percentage of satisfaction with ease of access to service.</td>
</tr>
<tr>
<td><strong>Capability:</strong> Implementation of Abu Dhabi Government Complaint and Suggestion Procedure Guideline across all departments, having an effective electronic complaint and suggestion system at the entity.</td>
<td>Number of resolved complaints out of received ones.</td>
</tr>
<tr>
<td><strong>Results:</strong> Resolved complaint indicator has shown positive trend.</td>
<td></td>
</tr>
<tr>
<td><strong>Capability:</strong> Securing safe and healthy work environment that contributes to motivating employees to be productive, adoption of performance measurement system, upholding principles of transparency and fairness, recognizing distinguished employees by internal awards, continuous employee engagement</td>
<td>Percentage of employee satisfaction.</td>
</tr>
<tr>
<td><strong>Result:</strong> improved employee satisfaction and employee loyalty results</td>
<td></td>
</tr>
<tr>
<td><strong>Capabilities:</strong> accurate identification of training needs, especially specialist needs, and training impact measurement</td>
<td>Percentage of satisfaction with training and career development.</td>
</tr>
<tr>
<td><strong>Result:</strong> Positive trend and achievement of targets along this indicator</td>
<td></td>
</tr>
<tr>
<td>Capability</td>
<td>Indicator</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Capability:</strong> Circulating paper consumption reduction indicator across all departments.</td>
<td>Consumed paper</td>
</tr>
<tr>
<td><strong>Result:</strong> Reduced paper consumption and achieving indicator target for 2016</td>
<td></td>
</tr>
<tr>
<td><strong>Capability:</strong> Institution’s adoption of concepts, techniques and systems to support innovation among institution employees, e.g. launch of suggestion sharing system and innovative employee award</td>
<td>Number of innovative ideas shared by employees</td>
</tr>
<tr>
<td><strong>Result:</strong> Increased number of submitted ideas as employees are more capable of sharing innovative and creative ideas</td>
<td></td>
</tr>
<tr>
<td><strong>Capability:</strong> Maximizing innovation training courses and brainstorming sessions for all team members and employees, launching a new idea portal, idea and innovation app</td>
<td>Percentage of innovation-trained employees</td>
</tr>
<tr>
<td><strong>Result:</strong> Higher quality of innovative ideas shared</td>
<td>Percentage of implemented ideas, out of shared ones</td>
</tr>
<tr>
<td><strong>Capability:</strong> compile all vendors, automazation of vendor registration service, announcing required documents and procedures to uphold transparency, fairness and consistent selection criteria, communicating with vendors via several channels like inviting them to an annual meeting to get an insight into their opinions and needs, automated vendor satisfaction measurement to inform improvement and development processes</td>
<td>Percentage of satisfied vendors</td>
</tr>
<tr>
<td><strong>Result:</strong> increased vendor satisfaction</td>
<td></td>
</tr>
</tbody>
</table>
CRITERIA OF THE BEST GOVERNMENT SERVICE

- Best Service
- Best Joint Service
Best Service Award
Definition of Best Service Award

This award is granted to most excellent governmental service across the participating government entities and companies in the emirate of Abu Dhabi, where such service is distinguished for its availability on the channels of service with consistent and updated information, its easy procedures and delivery in a record time. Such service is developed innovatively through smart transformation, specific performance indicator - based measurement and studies to compare them with the global best practices to exceed the customers' expectation and contribute to their welfare.

A) Abilities of the Best Service

This criteria can include the following points:

1. Documenting of service procedures, reducing and facilitating processes for customers to ensure reaching the highest levels of satisfaction starting from the application for the service until completion.

2. Ensure the availability of service in the customer services list established in the entity.

3. Simplify the requirements (documents) from the customer applying for the service and reducing them by not requiring them again for the service - related additional services.

4. Improve the customer’s experience in terms of quality of access to the service and fostering customers’ satisfaction through understanding their requests and needs, and the continuous improvement of the customer’s journey.

5. The importance of facilitating the service related information by ensuring their consistent and accurate availability on all channels of communication and updating them on a regular basis.
6. Ease of access and applying for the service through various channels.

7. Ensure the diversification of service access channels, whether at the entity’s branches and centers, or at the Integrated Service Centers, and its availability on the official channels like Abu Dhabi Portal and Abu Dhabi Application.

8. Improve the customers’ experience in accessing to services, for example through outsourcing some service access processes to the private sector.

9. Smart development of service to ensure its taking place on the e-sites, smart applications and self-services, and digitally convert some of the service providing access measures in case the service was inconvertible.

10. Measure the time required to complete a service and reduce the time required for such completion.

11. Measure the service completion cost and the cost of its development with working on reducing the development costs through the optimum utilization of resources available for the entity.

12. Ensure the diversity of payment methods used for access to services.

13. Understand the customers needs and expectations through studying their behavior and their future expectations and developing the services accordingly.

14. Studying and developing services according to the customers categories, e.g. the services delivered to the elderly and people with special needs.

15. Provide direct assessment of services by customer once accessed to the service that will contribute to capturing feedbacks. Also to conduct internal surveys on the service delivered and identify the gaps and areas for improvement.

16. Availability of the service within the approved complaints classification of the entity.

17. Addressing the suggestions submitted on the service and their implementation, issue reports and educate customers on the same through various channels.
18. Ensure a specified classification of the service-related complaint to work on it under the complaints addressing procedures and issue reports thereby.

19. Connect the completed transactions of the service to the ID number.

20. Provide a special mechanism for thanks and appreciation for the service and educate customers about it.

21. Ensure a continuous development by engaging customers and strategic partners.

22. Provide a mechanism to measure the impact of circulating information about services on communication channels.

23. Utilize innovative means for facilitating and developing the service.
B ) Evaluation of Achievements and Results for the Best Service Award

This standard may include the following results:

B1) Performance Indicators of the Best Service Award

1. Number of steps reduced to complete the service.
2. Number of documents reduced to complete the service.
3. Percentage of reduction of time required to complete the service.
4. Percentage of reduction on cost of service delivery.
5. Percentage of reduction on cost of service development.
6. Percentage of complaints received about the service compared to the total number of transaction of service.
7. Percentage of complaints on the service timely settled (based on the Service Level Agreement)
8. Percentage of suggestions on the service studied from the total number of suggestions received.
9. Percentage of suggestions (on the service) applied out of the total applicable suggestions received.
11. Percentage of completed transactions through the service digital channels out of the total service-related transactions.
12. Innovation in service delivery.
B2) Standards of stakeholders’ perception on the best service.

1. The increase in the percentage of customer satisfaction on service.
2. The increase in the percentage of customer satisfaction on the service delivered through digital channels.
3. The increase in the percentage of customer satisfaction on the complaints (on service) settled.

Award Conditions:

1. Participation is mandatory for the government service agencies in the emirate of Abu Dhabi.
2. Participation by only ONE service as the best service.
3. The service shall be included in the approved services list of entity17.
4. The service shall be delivered for the individual or businesses customers, or for both.
5. The service shall be existing and has been developed throughout three years (maximum).
6. The service shall be one continually demanded by customers.

The following points will be taken into consideration:

2. Emphasis to be placed on services pertinent to the strategy of entity.
3. Application of guides’ Criteria.
4. Applicability of Criteria on all entities, where variation in the evaluation (based on the entity nature of work) will be observed.
5. Volume of demand on the service through the number of transactions completed.
6. Results of the service development and customers satisfaction thereof.
### Evaluation Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Starter Stage</th>
<th>Development Stage</th>
<th>Maturing Stage</th>
<th>Increase Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>customer satisfaction</strong></td>
<td><strong>CSR is less than 30%</strong></td>
<td><strong>CSR is 30% - 60%</strong></td>
<td><strong>CSR is 60% - 90%</strong></td>
<td><strong>CSR is higher than 90%</strong></td>
</tr>
<tr>
<td><strong>Service Development Efficiency 40%</strong></td>
<td><strong>Time: Ratio of time reduction to obtain the service is maximum 20%</strong></td>
<td><strong>Time: Ratio of time reduction to obtain the service is 20% - 50%</strong></td>
<td><strong>Time: Ratio of time reduction to obtain the service is 50% - 80%</strong></td>
<td><strong>Time: Ratio of time reduction to obtain the service is higher than 80%</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Number of steps and documents:</strong></td>
<td><strong>Ratio of reducing steps and documents needed to obtain the service is maximum 20%</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>◦ Ratio of reducing steps and documents needed to obtain the service is maximum 20%</td>
<td>◦ Ratio of reducing steps and documents needed to obtain the service is 20% - 50%</td>
<td>◦ Ratio of reducing steps and documents needed to obtain the service is 50% - 80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Provision and development cost:</strong></td>
<td><strong>Ratio of reducing the cost on the entity to obtain the service is maximum 20%</strong></td>
<td><strong>Ratio of reducing the cost on the entity to obtain the service is 20% - 50%</strong></td>
<td><strong>Ratio of reducing the cost on the entity to obtain the service is 50% - 80%</strong></td>
</tr>
<tr>
<td></td>
<td>◦ Ratio of reducing the cost on the entity to obtain the service is maximum 20%</td>
<td>◦ Ratio of reducing the cost on the entity to obtain the service is 20% - 50%</td>
<td>◦ Ratio of reducing the cost on the entity to obtain the service is 50% - 80%</td>
<td></td>
</tr>
<tr>
<td><strong>Digital Maturity 10%</strong></td>
<td><strong>Stage of getting information about the service:</strong></td>
<td><strong>Stage of Service request:</strong></td>
<td><strong>Stage of communication while completing transactions:</strong></td>
<td><strong>Stage of Service completion from the beginning to the end:</strong></td>
</tr>
<tr>
<td></td>
<td>◦ Availability of the service and its consistently updated data through all channels.</td>
<td>◦ Customers start interacting with the government entity by requesting it through the digital channels where the following practices are applied:</td>
<td>◦ Customers start procedures of service use and pay the fees if applicable, and as a result of their communication with the government entity, they obtain the required services by communicating single entity and system where the following practices are applied:</td>
<td>◦ Customers complete the communication process of the requested service and obtain the expected results through a unified interface and the following practices are applied:</td>
</tr>
<tr>
<td></td>
<td>◦ Limit the communication to one point.</td>
<td>◦ Benefit from the stored personal information.</td>
<td>◦ Informing the customer about changes.</td>
<td>◦ Service delivery options that suit customers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>◦ Adopting multi service interactive requests.</td>
<td>◦ Communicating proactively and interactively.</td>
<td>◦ Delivery of service to the residence location at the same day wherever applicable.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>◦ Avail experiences that suit customers in submitting applications.</td>
<td>◦ Availing safe payment options.</td>
<td>◦ Notifying customers of service completion.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>◦ Adopt smartphone applications.</td>
<td>◦ limiting the fees and payment to a single step.</td>
<td>◦ Supply customers with advice and suggestions regarding the service.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>◦ Keep records of customers transactions and automatically notifying them with the service renewal.</td>
</tr>
<tr>
<td><strong>innovation 10%</strong></td>
<td>◦ Services are delivered in a simplified way and there is no innovation in service providing.</td>
<td>◦ Services are delivered in a simplified way with the existence of innovation factor.</td>
<td>◦ Services are delivered innovatively with the possibility of repeating the experience on other entities.</td>
<td>◦ Services are delivered innovatively, and are being a unique experience to be followed suit globally.</td>
</tr>
</tbody>
</table>
### PART I – Register / Login

<table>
<thead>
<tr>
<th>Service Code:</th>
<th>رمز الخدمة:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Name:</td>
<td>اسم الخدمة:</td>
</tr>
<tr>
<td>Service Description:</td>
<td>وصف الخدمة:</td>
</tr>
<tr>
<td>Service Channels:</td>
<td>قنوات تقديم الخدمة:</td>
</tr>
<tr>
<td>Service Centers:</td>
<td>مراكز الخدمة:</td>
</tr>
</tbody>
</table>

#### Service Fees: *(Applicable or Not applicable)*

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total No of Transactions for each year per channel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total complaints on service</td>
<td>2016</td>
<td>2015</td>
<td>2014</td>
</tr>
<tr>
<td>Total suggestions on service</td>
<td>2016</td>
<td>2015</td>
<td>2014</td>
</tr>
</tbody>
</table>
### PART II - Criteria focused

<table>
<thead>
<tr>
<th>Sub Criteria</th>
<th>Before</th>
<th>After</th>
<th>Supporting Files</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Development Efficiency 40%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total No of steps to obtain the service</td>
<td></td>
<td></td>
<td>Service ID card and procedure design before and after service development, as well as illustration about the efficiency of service development which includes:</td>
</tr>
<tr>
<td>Total No of required documents to obtain the service</td>
<td></td>
<td></td>
<td>- How plans and goals of service development were identified.</td>
</tr>
<tr>
<td>Time taken to obtain the service</td>
<td></td>
<td></td>
<td>- How the process of service development was implemented.</td>
</tr>
<tr>
<td>Cost of service delivery</td>
<td></td>
<td></td>
<td>- How the result and impact of development and the achievement of the goals, which were reflected on all the indicators included under the service efficiency and development standard, were measured.</td>
</tr>
<tr>
<td>Cost of service development</td>
<td></td>
<td></td>
<td>(No more than 10 pages including Service ID card and procedure design before and after service development, as well as any other supporting files)</td>
</tr>
<tr>
<td>Sub Criteria</td>
<td>Before</td>
<td>After</td>
<td>Supporting Files</td>
</tr>
<tr>
<td>--------------</td>
<td>--------</td>
<td>-------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>Service Effectiveness 40%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratio of customer’s satisfaction with the service.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratio of the complaints received about the service compared to the number of transactions of the service.</td>
<td></td>
<td></td>
<td>How the government entity utilized customers and stakeholders to increase the service effectiveness as follows:</td>
</tr>
<tr>
<td>Ratio of complaints about the service which have been timely settled (based on the Service Level Agreement)</td>
<td></td>
<td></td>
<td>- Explaining detailed results of the study of customers satisfaction, and how advantage has been taken from the analysis of studies.</td>
</tr>
<tr>
<td>Ratio of suggestions on the service that have been studied from the total number of received suggestions.</td>
<td></td>
<td></td>
<td>- The mechanism of dealing with the complaints and suggestions received, and how to take advantage of that to improve the experience of beneficiary categories.</td>
</tr>
<tr>
<td>Ratio of suggestions on the service which were applied out of the total applicable suggestions received</td>
<td></td>
<td></td>
<td>- Reports of complaints and suggestions throughout the last three years. (Not exceeding 10 pages)</td>
</tr>
<tr>
<td>Sub Criteria</td>
<td>Before</td>
<td>After</td>
<td>Supporting Files</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>--------</td>
<td>-------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Digital Shifting 10%</strong></td>
<td></td>
<td></td>
<td>Explain the following:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- How to ensure the availability of service information on all available digital channels in a consistent and updated form.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Is the service being delivered on all service providing digital channels?</td>
</tr>
<tr>
<td>Ratio of digital shifting in the service providing procedures.</td>
<td></td>
<td></td>
<td>Is there e-sharing of services through digital channels, and the role of the entity in enabling customers to access this sharing?</td>
</tr>
<tr>
<td>Ratio of completed transactions through the service digital channels out of the total service related transactions.</td>
<td></td>
<td></td>
<td>Identification of the digitally shifted steps and explaining in details in case of inability to accomplish 100% digital shifting.</td>
</tr>
<tr>
<td>Ratio of customer satisfaction with the service delivered through digital channels.</td>
<td></td>
<td></td>
<td>Report of completed services throughout the last three years, and explaining the reasons of increase or decrease in the digitally completed transactions compared to the total transactions completed through all channels.</td>
</tr>
<tr>
<td><strong>Innovation 10%</strong></td>
<td></td>
<td></td>
<td>Report demonstrating ways and means of innovation applied to development of service delivery during the last three years and the extent of thier impact on the evaluation of service. (Not exceeding 10 pages)</td>
</tr>
<tr>
<td>Please, specify innovation on the service:</td>
<td>1-</td>
<td>2-</td>
<td></td>
</tr>
</tbody>
</table>
Best Joint service Award
Definition of Best Joint service Award

This award is granted to the joint service/set of integrated services that have received an exceptional and sustainable improvement in services/set of services. These services meet and exceed the customers' and stakeholders' need and expectations, and present all participating government departments as one single entity. The improvement to such joint service should be done using leading and innovative ideas in a systematic and professional manner.

It is the service in which two entities, or more, take part where the service can be accessed through one entity on behalf of the other participating entity/entities (whose procedure or final output can only be completed after completing specific procedure in other entities). It is important to identify the main entity mandated with providing the service and worked with other involved entities to develop such service based on the studies, benchmarking and innovative e-solutions contributed to the connection of multiple systems towards reducing the steps and efforts customers carrying out in their journey to access to the service required in alignment with the best international standards.

A) Abilities of the criteria for the best joint service award

This can include the following steps:

1. Identify the joint service through documenting the customer journey processes and identifying the entities involved in its delivery.

2. Identify the entity mainly undertaking the service delivery process in collaboration with other involved entities, to save the customer’s time and effort (i.e visiting other governmental concerned entities).
3. Document the joint service procedures inter-governmental entities, and work on reducing and facilitating the customers procedures in order to ensure the highest levels of customers satisfaction from the application for service until the delivery of service.

4. Ensure the availability of service in the customers services list of the main (leading) entity, and the availability of joint services listed in the entities involved in such service.

5. Simplify the requirements (required documents and submissions) from the customer by minimizing and standardizing them across the procedures and approvals related to the service access and avoid duplication.

6. Ensure the availability of multiple channels to access to the service whether in the branches or centers of the entity responsible for providing such service, at the integrated service centers, or accessing to it through the websites and smart applications at Abu Dhabi Government level.

7. Ensure fostering the cooperation inter-entities within the emirate of Abu Dhabi that will contribute to further the efficiency of government work through the integration of information and liaison of systems and facilitate and automate the processes by optimizing the use of available entity’s resources.

8. Improve the customers experience in terms of the quality of service delivery, and promote customers satisfaction by understanding their needs and requirements and a continuous improvement of the customers journey.

9. Facilitate the access to the information related to the service by ensuring their availability on all communication channels set for such joint service in a consistent and updated manner.

10. Work on reducing the time required to access to the service by measuring the time taken for the required procedures and approvals from the entities participating in the delivery of service and reflect the same in the Service Level Agreements.

11. Reduce the cost of the joint service completion by the integration of processes and liaison of systems, also reduce the cost of improving the service by the optimization of available resources.

12. Enhancement of customers’ experience as for the access to services through outsourcing some service access procedures to the private sector.

13. Ensure the diversity of payment methods for accessing to the joint service in accordance with the customers’ needs.
14. Study customers satisfaction on the service through questionnaires, focus groups, experts and other measuring tools.

15. Understand the customers’ needs and expectations by study customers’ behavior and their future expectations, and improve the joint service accordingly.

16. Review and develop the service according to the different customers categories (e.g. the services delivered to the elderly and people with special needs).

17. Provide the joint service within the complaints classification approved in the main entity and participating entities and issue the reports on the same.

18. Address the suggestions submitted on the joint service and its application, issue reports and educate customers on the same through the various channels of main entity and participating entities.

19. Ensure a continuous development by engaging customers and capturing their perceptions and experiences in the access to service, also to engage strategic partners especially the entities participating in the delivery of service.

20. Liaise the completed transactions of service with the ID number.

**B) Evaluation of Achievements and Results for the Best Joint Service Award**

This standard may include the following results:

**B-2) Performance Indicators of the Best Joint Service Award**

1. Number of reduced steps to obtain the best service.

2. Number of the required documents reduced to get the best service.

3. Service completion time reduction ratio.
4. Service providing cost reduction percentage.
5. Service development cost reduction percentage.
6. Percentage of complaints received about the service compared to the number of transaction of the service.
7. Percentage of complaints about the service which have been timely settled (based on Service Level Agreement)
8. Percentage of suggestions on the service that have been studied from total number of received suggestions.
9. Percentage of suggestions on the service which was applied out of total applicable suggestions received.
10. Percentage of digital shifting in service providing procedures.
11. Percentage of completed transactions through the service digital channels out of the total service related transactions.
12. Innovation in service providing.

**B- 2) Standards of the joint service stakeholders’ opinion**

1. Increase in percentage of customer satisfaction with the service.
2. Increase in percentage of customer satisfaction with the service delivered through the digital channels.
3. Increase in percentage of customer satisfaction with the settled complaints on the service.

**Award Conditions:**

1. Participation is optional for the government service entities in the emirate of Abu Dhabi.
2. Participation in ONE service as best joint service.
3. The number of the involved governmental entities shall not be less than a minimum of two, one of them to be a local agency.

4. The service shall be included in the approved services list of the entity.

5. Identifying the main entity that leads the process of service providing.

6. The service shall be delivered for either the individual or corporate categories, or for both.

7. The service shall be in place and has been developed for a maximum of three years.

8. The service shall be one demanded continually by customers.

The following points will be taken into consideration:

1. Level of complication of the corporate service.

2. Number of entities involved in the service.

3. Application of manuals’ Criteria.

4. Volume of demand on the service through the number of completed transactions.

5. Applicability of Criteria on all entities, where variation in evaluation amongst entities based on the entity work nature will be observed.

6. The results of the service development and the customers satisfaction thereof.
## Evaluation Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Starter Stage</th>
<th>Development Stage</th>
<th>Maturing Stage</th>
<th>Increase Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Satisfaction</strong></td>
<td>CSR is less than 30%</td>
<td>CSR is 30% - 60%</td>
<td>CSR is 60% - 90%</td>
<td>CSR is higher than 90%</td>
</tr>
<tr>
<td><strong>Service Development Efficiency 40%</strong></td>
<td>Time: Ratio of time reduction to obtain the service is maximum 20%</td>
<td>Time: Ratio of time reduction to obtain the service is 20% - 50%</td>
<td>Time: Ratio of time reduction to obtain the service is 50% - 80%</td>
<td>Time: Ratio of time reduction to obtain the service is higher than 80%</td>
</tr>
<tr>
<td></td>
<td>Number of steps and documents: ◆ Ratio of reducing steps and documents needed to obtain the service is maximum 20%</td>
<td>Number of steps and documents: ◆ Ratio of reducing steps and documents needed to obtain the service is 20% - 50%</td>
<td>Number of steps and documents: ◆ Ratio of reducing steps and documents needed to obtain the service is 50% - 80%</td>
<td>Number of steps and documents: ◆ Ratio of reducing steps and documents needed to obtain the service is higher than 80%</td>
</tr>
<tr>
<td></td>
<td>Provision and development cost: ◆ Ratio of reducing the cost on the entity to obtain the service is maximum 20%</td>
<td>Provision and development cost: ◆ Ratio of reducing the cost on the entity to obtain the service is 20% - 50%</td>
<td>Provision and development cost: ◆ Ratio of reducing the cost on the entity to obtain the service is 50% - 80%</td>
<td>Provision and development cost: ◆ Ratio of reducing the cost on the entity to obtain the service is higher than 80%</td>
</tr>
<tr>
<td><strong>Digital Maturity 10%</strong></td>
<td>Stage of getting information about the service: Through this customers know the service and how to obtain it as the following practices are applied: ◆ Availability of the service and its consistently updated data through all channels. ◆ Limit the communication to one point.</td>
<td>Stage of Service request: Customers start interacting with the government entity to obtain the requested service by requesting it through the digital channels where the following practices are applied: ◆ Benefit from the stored personal information. ◆ Adopting multi service interactive requests. ◆ Avail experiences that suit customers in submitting applications. ◆ Adopt smartphone applications.</td>
<td>Stage of communication while completing transactions: Customers start procedures of service use and pay the fees if applicable, and as a result of their communication with the government entity, they obtain the required services by communicating single entity and system where the following practices are applied: ◆ Informing the customer about changes. ◆ Communicating proactively and interactively. ◆ Availing safe payment options. ◆ Limiting the fees and payment to a single step.</td>
<td>Stage of Service completion from the beginning to the end: Customers complete the communication process of the requested service and obtain the expected results through a unified interface and the following practices are applied: ◆ Service delivery options that suit customers. ◆ Delivery of service to the residence location at the same day wherever applicable. ◆ Notifying customers of service completion. ◆ Supply customers with advice and suggestions regarding the service. ◆ Keep records of customers transactions and automatically notifying them with the service renewal.</td>
</tr>
<tr>
<td><strong>Innovation 10%</strong></td>
<td>Services are delivered in a simplified way and there is no innovation in service providing.</td>
<td>Services are delivered in a simplified way with the existence of innovation factor.</td>
<td>Services are delivered innovatively with the possibility of repeating the experience on other entities.</td>
<td>Services are delivered innovatively, and are being a unique experience to be followed suit globally.</td>
</tr>
<tr>
<td>Main Service Code:</td>
<td>رمز الخدمة الرئيسية:</td>
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<tr>
<td>Main Service Name:</td>
<td>اسم الخدمة الرئيسية:</td>
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<tr>
<td>Service Description:</td>
<td>وصف الخدمة:</td>
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<tr>
<td>Joint Entities:</td>
<td>الجهات المشتركة:</td>
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<tr>
<td>Joint Service Code:</td>
<td>رقم الخدمة المشتركة:</td>
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<tr>
<td>Joint Service Name:</td>
<td>اسم الخدمة المشتركة:</td>
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<thead>
<tr>
<th>Joint Service Code</th>
<th>Joint Service Name</th>
<th>اسم الخدم المساهمة</th>
<th>رمز الخدمة المساهمة</th>
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</tbody>
</table>

Involved entities in service delivery which didn’t participate in integration process of the joint service: 
الجهات المساهمة في تقديم الخدمة ولم يتم دمجها ضمن تقديم الخدمة المشتركة:

Service Channels: 
قنوات تقديم الخدمة: 
Service Center: 
مراكز الخدمة: 
Service Fees: (for non profit service) 
رسوم الخدمة: (للخدمات غير مالية)
### PART II - Criteria focused

<table>
<thead>
<tr>
<th>Sub Criteria</th>
<th>Before</th>
<th>After</th>
<th>Supporting Files</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Development Efficiency 40%</td>
<td></td>
<td></td>
<td>Service ID card and procedure design before and after service development, as well as illustration about the efficiency of service development which includes:</td>
</tr>
<tr>
<td>Total Number of steps to obtain the service</td>
<td></td>
<td></td>
<td>◇ How the plans and goals of service development were identified?</td>
</tr>
<tr>
<td>Total Number of required document to obtain the service</td>
<td></td>
<td></td>
<td>◇ How the process of service development was implemented?</td>
</tr>
<tr>
<td>Time taken to obtain the service</td>
<td></td>
<td></td>
<td>◇ How the result and impact of development and the achievement of the goals, which were reflected on all the indicators included under the service efficiency and development standard, were measured.</td>
</tr>
<tr>
<td>Cost of service delivery</td>
<td></td>
<td></td>
<td>(No more than 10 pages including Service ID card and procedure design before and after service development, as well as any other supporting files).</td>
</tr>
<tr>
<td>Cost of service development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub Criteria</td>
<td>Before</td>
<td>After</td>
<td>Supporting Files</td>
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<tr>
<td>-----------------------------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Service Effectiveness 40%</strong></td>
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<tr>
<td>Ratio of customers satisfaction with the service.</td>
<td></td>
<td></td>
<td>How the government entity utilized customers and stakeholders to increase the service effectiveness as follows:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ Explaining the detailed results of the study of customers satisfaction, and how advantage has been taken from the analysis of studies.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ The mechanism of dealing with the complaints and suggestions received, and how to take advantage of that to improve the experience of the beneficiary categories.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ Reports of the complaints and suggestions throughout the last three years.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Not exceeding 10 pages)</td>
</tr>
<tr>
<td>Ratio of the complaints received about the service compared to the number of transaction of the service.</td>
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<tr>
<td>Ratio of complaints about the service which have been timely settled (based on the Service Level Agreement)</td>
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<td>Ratio of suggestions on the service that have been studied from the total number of the received suggestions.</td>
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<td>Ratio of suggestions on the service which was applied out of the total applicable suggestions received.</td>
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<tr>
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<tr>
<td><strong>Digital Shifting 10%</strong></td>
<td></td>
<td></td>
<td>Explain the following:</td>
</tr>
<tr>
<td>Ratio of digital shifting in the service providing procedures.</td>
<td></td>
<td></td>
<td>◇ How to ensure the availability of service information on all available digital channels in a consistent and updated form?</td>
</tr>
<tr>
<td>Ratio of completed transactions through the service digital channels out of the total service related transactions.</td>
<td></td>
<td></td>
<td>◇ Is the service being delivered on all service providing digital channels?</td>
</tr>
<tr>
<td>Ratio of customer satisfaction with the service delivered through digital channels.</td>
<td></td>
<td></td>
<td>◇ Is there e-sharing of services through digital channels, and the role of the entity in enabling customers to access this sharing?</td>
</tr>
<tr>
<td><strong>Innovation 10%</strong></td>
<td></td>
<td></td>
<td>Identification of the digitally shifted steps and explaining in details in case of inability to accomplish 100% digital shifting.</td>
</tr>
<tr>
<td>Please, specify innovation on the service:</td>
<td></td>
<td></td>
<td>Report of completed services throughout the last three years, and explaining the reasons of increase or decrease in the digitally completed transactions compared to the total transactions completed through all channels. (Not exceeding 10 pages)</td>
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<td>1-</td>
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<td>2-</td>
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</tbody>
</table>
EXECUTIVE COUNCIL
CHAIRMAN’S MEDAL “INDIVIDUALS”

- General Manager
- Executive Officer
- Admin Supervision
- Customer Happiness (Supervisory)
- Admin Support
- Specialist
- Technical/technological Employee
- Customer Happiness (Non-supervisory)
- Field Work
- New Joiner
- Dedicated Long-serving Employee
- Innovative Employee
## EXECUTIVE COUNCIL
### CHAIRMAN’S MEDAL “INDIVIDUALS”

Executive Council Chairman’s medals aim at recognizing and motivating distinguished Abu Dhabi Government employees. They cover various employment points at governmental entities, including leadership/supervisory roles or non-supervisory ones.

Medals fall into three groups:

<table>
<thead>
<tr>
<th>Category Details</th>
<th>Participation</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Leadership/supervisory group</strong></td>
<td></td>
<td>Mandatory for all entities</td>
</tr>
<tr>
<td>General Manager</td>
<td></td>
<td>Application submitted via AMS digital platform</td>
</tr>
<tr>
<td>Executive Officer</td>
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<tr>
<td>Admin Supervision</td>
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<tr>
<td>Customer Happiness (Supervisory)*</td>
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<tr>
<td><strong>B. Technical/professional and support group</strong></td>
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<tr>
<td>Admin Support</td>
<td></td>
<td></td>
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<tr>
<td>Specialist**</td>
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<td></td>
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<tr>
<td>Technical/technological**</td>
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<tr>
<td>Customer Happiness (Non-supervisory) *</td>
<td></td>
<td></td>
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<tr>
<td>Field Work*</td>
<td></td>
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<tr>
<td>New Joiner</td>
<td></td>
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</tr>
<tr>
<td><strong>C. Miscellaneous Group</strong></td>
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<td></td>
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<tr>
<td>Dedicated Long-serving Employee**</td>
<td></td>
<td></td>
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<tr>
<td>Innovative Employee**</td>
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</tr>
</tbody>
</table>

* BASED ON ENTITY’S WORK NATURE
** BOTH SUPERVISORY AND NON-SUPERVISORY EMPLOYEES CAN PARTICIPATE IN THESE AWARDS.
I. General Conditions

1. ADEP Office will announce deadline for receiving submissions.

2. Participation reports will be delivered with an attached form letter from entity's chairman or General Director/Chief Executive Officer detailing nominees, nomination category, and an entity's confirmation on the compliance with the participation terms and conditions through the ADEP digital platform.

3. As per the Executive Council Circular, third parties (consultants) may not be engaged in completing the participation requirements.

4. Winners (holders of first positions) of Executive Council Chairman's medals under any ADAEGP previous cycle may not participate.

5. An employee took part in the last two cycles (3rd and 4th Cycles) may not be nominated.

6. Entity may nominate only one employee for each of the Executive Council Chairman's medals.

7. Nominee must be assigned within the entity's organizational structure.

8. Nominee for an Executive Council Chairman's medal must have served two and half years at least at the nominating entity on the submission date of application (excluding the General Manager and new employee).

9. Employee seconded to a participating entity may be nominated if he/ she completed two and half years at the entity, provided that such secondment is still valid on the announcement of results.

10. Employee's term of service to be calculated from the actual date he/ she joined the work until the date the application has been delivered to the ADEP, been received by the ADEP office.

11. For cases not satisfying time term required (not more or less than 2 months), entity may submit an application to the ADEP office for review, provided that such entity does not have other nominees satisfying all conditions.

12. Nominee's job title must be parallel to the award's category nominated for. Entity's approved organizational structure must be attached for confirmation.
13. Employee’s appraisal not to reflect average or below average within the last 3 years.

14. Nominee’s employment record not included of any disciplinary actions (warning, notice, etc.) in the last three years of employment and until the announcement of results.

15. If job title of an employee has changed following the nomination for any medal, such nominee may remain in the same category and his/ her performance will be evaluated based on the last three years.

16. Nominee to remain on his/ her job during assessment process and till the announcement of results.

II. The ADEP Office reserves the right to exclude any participation not satisfying any of the participation conditions at any time.

A. Leadership/supervisory group

1. General Manager

Dedicated for General Directors, department under secretaries and the like across Abu Dhabi Government entities who achieved qualitative transformation for the performance of their entity.

Medal-Specific Participation Conditions:

1. Holding a director general (acting/ deputy) position for at least one year and half.

2. Applications will be completed in English language only.

2. Executive Director

Dedicated to executive officers who made visible and outstanding contribution that made a difference in their entities or communities.
Medal-Specific Participation Conditions:

1. Nominee for the CEO category shall be holding and executive officer position or equivalent.

2. Holding an executive officer position or (deputy) for at least one year and half.

3. Holding a supervisory role for at least five years.

4. Applications will be completed in English language only.

3. Admin supervision

Dedicated to employees holding roles related to the admin supervision at various levels (department manager, section head, team leader...etc.).

Medal-Specific Participation Conditions:

1. Nominee not holding a director general or executive officer position.

2. Holding a supervisory position, with its various titles, within the entity.

3. worked in a supervisory position for at least two years and half.

4. workded in the customer service field for a period not less than one year and half.

5. Nominee to oversee at least 2 employees in his organizational unit.

6. Supervisors may participate (if being on deputy positions) as long as other conditions of participation are satisfied thereby.
4. Customer Happiness (Supervisory)

Dedicated to employees whose work involves supervision of service delivery centres or points, e.g. director of customer happiness centre, customer happiness supervisor.

**Medal-specific participation criteria**

1. Holding a supervisory position other than director general or executive officer.

2. Holding a supervisory position, regardless of job title variances within the entity.

3. Experience in supervisory role for at least two years and half.

4. Customer service experience for at least two years and half.

5. Supervision of at least two employees and no more than five within the organizational unit who should remain on position during the assessment process and until the announcement datae of results.

6. Supervisory employee may participate if holding deputy (such as deputy Director General) as long as other participation conditions are satisfied thereby.

7. Applications will be completed in **Arabic language only**.
B. Technical/Specialized and Support Group

5. Admin Support Employee

Admin support employee works as an admin or clerk at entity with no leadership or supervisory duties (e.g. admin employee, admin assistant, personnel officer, procurement officer, store keeper, cashier, clerk, etc.).

**Medal-specific participation criteria:**

1. Participation is limited to admin support employees who do not fall under any other category (supervisory, specialist, technical, customer service...etc.).

6. Specialist Employee

This medal is for employees holding professional specialized or consultancy positions and the titles falling under this category (including but not limited to expert, specialist, researcher, editor, translator, teacher, doctor, pharmacist, nurse, judge, public prosecutor, director, media specialist, editor, accountant, auditor, etc.)

**Medal-specific participation conditions**

1. Nominee should be working in a specialized field e.g. doctors, internal auditors, accountants, lawyers, statisticians, ...etc.

2. Holding a specialized/academic qualification.

3. Supervisors may participate in the awards of specialized field where the fourth criteria (supervisory skills) will not be applicable.

4. Nominee must work at least two years and half in the field of specialization.
7. Technical/Technological Employee

The technical/technological employee practices technical/technological skills in any field, e.g. science, engineering, IT, medicine... etc. Examples include, engineers, software analysts, lab technicians, audio-visual equipment technicians, and the like.

**Medal-specific participation conditions:**

1. Working in a technical/technological field (engineers, lab technicians, IT personnel, etc.)

2. Holding specialized/academic qualification.

3. Holding of supervisory roles may participate in the technical/technological group. In this case, the fourth criteria (supervisory skills) will not apply.

4. Applicant must have worked at least two years and half in the field.

8. Field Work Employee

Dedicated to employees at entities whose work requires field (non-office) work, Examples including - without limited to - supervisors, inspectors, policemen, traffic controllers, safety and civil defence personnel, rescue teams, ambulance personnel, tour guides, surveyors, agricultural technicians, guides, drivers and the like.

**Medal-specific participation conditions:**

1. Employees carrying out field (off office) work (at least 75% of their work is field work)

2. Participation in the field employees’ category is limited only to employees with no supervisory roles.
9. Customer Happiness Employee (Non-Supervisory)

Dedicated to employees whose work require direct interaction with customers in a non-supervisory role (e.g. reception employees, information employees, communication employees, and the like).

**Medal-specific participation conditions**

1. Nominee must have at **least two years and half** experience in the customer service area.

2. Customer service employee must be fully acquainted with and implement the *Abu Dhabi Government Customer Service guidances*.

10. New Joiner

For fresh graduate employees at Abu Dhabi government entities, provided that they complete an employment period no less than six months and not above two years and half *(from date of employment until the nomination for the medal by the entity)*.

**Medal-specific participation conditions:**

A new joiner is:

1. Young employee joining the workforce for the first-time following graduation with a university qualification (bachelor and above).

2. Employee previously worked for (a government or private) employer may participate, provided that total work experience of two **years and half** *(proof must be provided)*

3. A candidate must not be older than **30 years** at the time of application.
C. Miscellaneous Group

11. Dedicated long-serving employee

For employees with more than twenty years of employment at different levels in Abu Dhabi government entities and still in service.

Medal-specific participation conditions

1. Candidate must not be holding a general manager or executive officer position.

2. At least 20 years of employment in Abu Dhabi Emirate local government entities, provided that he/she spent at least two years and half in the entity through which the application submitted.

3. Must be on the job to announcement of results.

4. Must provide an evidence of his/her service in Abu Dhabi Emirate local government for the required period.

12. Innovative Employee

A medal dedicated to distinguished employees who provided innovations or inventions registered in their names that helped increase efficiency and effectiveness of entity’s performance or have a positive impact on community. No specific title or rank is required.
Criteria for Executive Council Chairman’s Medal

I. Assessment Criteria and Components for the Executive Council Chairman’s Medal Categories

(Under secretary/ General Manager/ Deputy General Manager and the like)

First Criterion: Performance and Achievement (60%)

1. Achievements of the entity during which the nominee is in service.
2. Size and nature of individual performance and achievements within his/ her current scope of work.
3. The monumental achievements during his/ her career path at all entities he/ she previously worked for.
4. The volume, performance nature and personal achievements outside his/ her scope of work as a general manager.
5. Voluntary work carried out through the entity he/ she worked for or off his/ her scope of work.

Second Criterion: Leadership Skills (40%)

Leadership skills will be assessed through set of scientific assessment tools; electronically-administered questionnaires; as well as face-to-face interviews with the candidate, stakeholders, employees working under candidate’s direct supervision and directly dealing with him/ her.
II. Assessment Criteria and Components for the Executive Council Chairman’s Medal Categories (excluding the Director General category)

First Criterion: Performance and Achievement

1. The ability to maintain high performance at all times and employee’s ability to adapt to changes in priorities.

2. The volume and nature of individual performance and the achievements that go beyond the objectives set for the employee or exceed his/her scope of work in entity that led to upgrade results of organizational unit in particular and the entity’s performance in general.

3. Volume and nature of employee’s performance and achievements during his/her career path at all entities s/he previously worked for (not applicable for the new joiner medal).

4. Be a role model in customer service and job commitment.

5. The employee’s voluntary work carried out through the entity he/she works for or outside their scope of work.

6. The nature of obstacles and difficulties have been overcome by the employee towards fulfilling achievements.

7. The employee’s personal effort compared to the contribution of others in fulfilling those achievements.

Second Criterion: Initiative and Innovation

1. The size and nature of employee’s innovations, creative or leading initiatives (e.g. ideas, studies, work methods, projects, etc.).

2. Number of patents, published researches, scientific/literature publications registered under employee’s name.
3. How employees' ideas and creative initiatives are implemented.

4. The results and impacts ensued from the creative innovations and initiatives implemented.

5. Participation in sharing knowledge and submission of work papers.

**The Third Criterion: Continuous Learning**

1. Alignment of academic qualifications and professional certificates with the work nature (applicable to applicants for the specialized field and the technical/technological field).

2. How the employee is concerned about and prompt in self-development through the acquisition of experiences and skills related to his/her relevant field of work.

3. How the employee is concerned about developing and improving his/her language, communication and specialized technical or managerial skills related to his/her work (through training) and their application on ground.

4. The employee's efforts to develop his/her academic achievement.

**The Fourth Criterion: Supervisory Skills**

Applicable only to candidates for the Executive Council Chairman's Medal in the Supervisory Field:

1. The ability to define a clear strategy for his/her organizational unit/work team, and prepare integrated plans to be efficiently and effectively implemented.

2. The skills required to organize work and optimally utilize the available material and technological resources and maximize their return and an optimal investment of human resources.

3. The skills required to follow up and assess performance of the organizational unit through positive and stimulating ways, how reliable methods (for measuring the performance level of the team/or organizational unit) are implemented, and also follow up how objectives are realized and appropriate decisions are taken.
4. The achievements of organizational unit supervised by the candidate during his/her term in service.

5. The participation in setting, developing, reviewing, and communicating the strategy of entity s/he works for and availability of potential and efforts required for its application.

6. Creating an environment that fosters innovation and encouraging innovators.

7. Stimulating and rewarding employees in return for their productivity and achievements within the powers conferred upon him/her.

8. Having the skills of persuasion, negotiation, and disputes resolution.

9. The ability to positively affect his/her colleagues and the work environment.

10. The keenness to develop and train the human resources whom s/he supervises and qualify the second rank of employees, delegate and spur them to be hard-working, dedicated as one unified team.

11. The candidate’s ability to effectively communicate with his/her team, and provide the required feedback to improve their performance.

12. The candidate’s skill and ability to manage change, update and continuous improvement.
ASSESSMENT SCALES
THE EXECUTIVE COUNCIL CHAIRMAN’S MEDAL FOR INDIVIDUALS
(Except for General Manager Medal)

- Scales of Assessment
- Application Requirements
- Enclosures
- Scale of Assessment for Individuals
### SCALES OF ASSESSMENT
For the Executive Council Chairman’s Medal
Except for General Manager Medal

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Executive director</th>
<th>Admin Supervision</th>
<th>Customer Service (Supervisory)</th>
<th>Innovative Employee</th>
<th>Specialist Employee</th>
<th>Admin Support</th>
<th>Field Employee</th>
<th>New Joiner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance and Achievement</td>
<td>40</td>
<td>50</td>
<td>Supervisory</td>
<td>N/A</td>
<td>30</td>
<td>60</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Initiative Innovation</td>
<td>20</td>
<td>10</td>
<td>Non-supervisory</td>
<td>15</td>
<td>50</td>
<td>20</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Continuing learning</td>
<td>10</td>
<td>10</td>
<td>Supervisory</td>
<td>15</td>
<td>20</td>
<td>20</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Supervisory Skills</td>
<td>30</td>
<td>30*</td>
<td>Non-supervisory</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

*The job title will be determined by Government entities Excellence Ambassadors (identify dedicated long serving employee and whether their role is supervisory or non-supervisory). However, these ambassadors will be accountable in terms of the information provided.*


Participation Manuals for the Executive Council Chairman’s Medals

Application Requirements:

◊ Completion of requirements electronically through the AMS digital platform, including the following:

◊ Personal data including:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Full Name</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Date of Birth</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Mobile Phone No.</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Employer</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>Rank</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>Number of Employees under Supervision (Supervisory Jobs)</td>
<td>12</td>
</tr>
<tr>
<td>13</td>
<td>Sector</td>
<td>14</td>
</tr>
<tr>
<td>15</td>
<td>Years of Experience (total)</td>
<td>16</td>
</tr>
<tr>
<td>17</td>
<td>Unified Number</td>
<td>18</td>
</tr>
<tr>
<td>19</td>
<td>Have you participated before in ADAEGP (if yes, please specify cycles).</td>
<td></td>
</tr>
</tbody>
</table>

The stakeholders shall be provided with information on the digital platform in sufficient time prior the application date.

All information shall be entered through the ADAEGP digital platform. Information provided here is for guidance and preparation of requirements to be entered into the platform. No paper form to be completed.
### Academic Qualifications including:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Degree</td>
</tr>
<tr>
<td>2</td>
<td>Major</td>
</tr>
<tr>
<td>3</td>
<td>Graduation University</td>
</tr>
<tr>
<td>4</td>
<td>Year degree was received</td>
</tr>
</tbody>
</table>

### Professional Certificates (if any) including:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Name of the certificate</td>
</tr>
<tr>
<td>2</td>
<td>Awarding institution</td>
</tr>
<tr>
<td>3</td>
<td>The year certificate was granted</td>
</tr>
</tbody>
</table>

### Experiences and Achievements:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Name of Employer</td>
</tr>
<tr>
<td>2</td>
<td>Job Title</td>
</tr>
<tr>
<td>3</td>
<td>Service term (from - to) (dd/mm/yy)</td>
</tr>
<tr>
<td>4</td>
<td>Key duties handled</td>
</tr>
<tr>
<td>5</td>
<td>Monumental Achievements</td>
</tr>
</tbody>
</table>

**150 WORDS PER SUB-CRITERION TO COMPLETE THE CRITERIA REQUIREMENTS, AT MAXIMUM TWO ATTACHMENTS FOR EACH CREATION.**
Enclosures

1. A copy of the passport with the last page (for Emiratis to show the unified number).
2. A copy of the ID card.
3. A high-resolution personal photo with white background.
4. A copy of the residence visa (for non-Emiratis).
5. The organizational structure of entity with the candidates mapping position and details of line managers (name and contact details).
6. For supervisory employees, AbuDhabi Excellence Program office to be provided with the names of employees under their direct supervision and their line managers (names and contact information).
   (The allowed supervises employees number is 2 and MAX of 5 employess)
7. Candidate’s updated CV.
9. To Whom It May Concern certificate outlining the following:
   ◊ Date of Hiring.
   ◊ The employee’s appraisal throughout the last 3 years.
   ◊ A proof that the candidate employee has not been subject to any kind of disciplinary action (warning or notice etc.) within the last 3 years
**First Criterion: Performance and Achievement**

<table>
<thead>
<tr>
<th>Assessment Criteria</th>
<th>25%</th>
<th>50%</th>
<th>75%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ability to maintain high performance at all times and employee’s ability to adapt to changes in priorities.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee rarely maintains productivity and overall performance levels during different conditions.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee occasionally maintains productivity and overall performance levels during different conditions and occasionally adapts to priorities change.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has the ability to maintain productivity and overall performance levels during different conditions and to adapt to priorities change and avoid problems.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has strong ability to maintain performance level and to adapt to priorities change due to having alternative plans; accordingly, outstanding results are yielded.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The volume and nature of individual performance and The achievements that go beyond the objectives set for the employee. Or exceed the entity work which led to achieve high results of his/her organizational unit in particular and the entity's performance in general.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee rarely provides achievements exceeding expectations and his job duties which are represented in the official activities of the entity, participation in conferences, forums, and meetings, submission of work papers to share knowledge, shouldering job responsibilities especially in non-routine cases, and working outside business hours.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has some achievements and activities exceeding expectations and an employee's job duties which are represented in participating in volunteering works organized by the entity, official activities of the entity, participation in conferences, forums, and meetings, submission of work papers to share knowledge, shouldering job responsibilities especially in non-routine cases, and working outside business hours.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has initiatives, achievements, and activities exceeding expectations and an employee's job duties which are represented in generating financial saving for the entity, the official activities of the entity, participation in conferences, forums, and meetings, submission of work papers to share knowledge taking job responsibilities especially in non-routine cases, working outside business hours, managing change resistance, risks resultant from change programs, clarifying change and justifications to all stakeholders.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has diverse and various initiatives, achievements, and activities which are effective and efficient, exceeding expectations of the employee job duties which are represented in generating financial saving, the official activities of the entity, participation in conferences, forums, and meetings, submission of work papers to share knowledge, shouldering job responsibilities especially in non-routine cases, working outside business hours, managing change resistance, risks resultant from change programs, clarifying change and justifications to all stakeholders.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The volume and nature of employee’s performance and achievements during his/her career path at all entities s/he previously worked for (not applicable for New joiner medal).</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee rarely provides evidence of excellent efforts for fulfilling his achievements during his career path.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has few evidence of excellent efforts made for fulfilling his individual achievements and objectives during his career path.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has excellent evidence efforts made for fulfilling his individual achievements and objectives during his career path.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>The employee has multiple and different excellent evidence efforts made for fulfilling his individual achievements and objectives during his career path.</td>
<td><img src="image" alt="25%" /></td>
<td><img src="image" alt="50%" /></td>
<td><img src="image" alt="75%" /></td>
<td><img src="image" alt="100%" /></td>
</tr>
<tr>
<td>First Criterion: Performance and Achievement</td>
<td>Be a role model in serving customer and work commitment.</td>
<td>The employee has values which rarely abide by in the situations at the institution.</td>
<td>The employee has main values which respects in limited situations at the institution.</td>
<td>The employee has a main value system which often abides by in multiple and various situations at the institution.</td>
</tr>
<tr>
<td>The employee’s voluntary work carried out through the entity s/he is working at or outside their scope of work.</td>
<td>The employee rarely participates in the voluntary works organized by the entity or external entities, and encourages the culture of participation and belonging at his work and community.</td>
<td>The employee occasionally participates in the voluntary works organized by the entity or external entities and encourages the culture of participation.</td>
<td>The employee often participates in the voluntary works organized by the entity or external entities and encourages the culture of participation and belonging.</td>
<td>The employee always participates in the voluntary works organized by the entity or external entities, adopts and encourages the culture of participation and belonging at his work.</td>
</tr>
<tr>
<td>The nature of obstacles and difficulties that have been overcome by the employee.</td>
<td>No evidence of any obstacles and difficulties faced by the employee during fulfilling achievements.</td>
<td>There are few pieces of evidence of normal difficulties and obstacles during fulfilling the achievements such as lack of resources and non-cooperation of concerned parties then overcoming them through external sponsorships to provide support and using negotiation and persuasion methods.</td>
<td>There is evidence of having obstacles and difficulties during fulfilling achievements such as lack of resources, change resistance, legal restrictions, then overcoming them using change management methods.</td>
<td>There is evidence of having great difficulties and obstacles during fulfilling achievements such as lack of resources, limited time, change resistance, existence of legal and technical restrictions, then overcoming them using methods of change management, innovation, and projects management.</td>
</tr>
<tr>
<td>The employee’s personal effort compared to the contribution of others in fulfilling those achievements.</td>
<td>There is little evidence of personal efforts made by the employee in the achievements fulfilled compared with the contributions of colleagues/ the team.</td>
<td>There are few pieces of evidence of personal efforts made by the employee in the achievements fulfilled compared with the contributions of colleagues/ the team.</td>
<td>There is evidence of personal efforts made by the employee in the achievements fulfilled compared with the contributions of colleagues/ the team.</td>
<td>There is multiple and extensive evidence of personal efforts made by the employee in the achievements fulfilled compared with the contributions of colleagues/ the team.</td>
</tr>
<tr>
<td>The Total</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Assessment Criteria</td>
<td>25 %</td>
<td>50 %</td>
<td>75 %</td>
<td>100 %</td>
</tr>
<tr>
<td>---------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>-------</td>
</tr>
<tr>
<td><strong>Second Criterion: Initiative and Innovation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The extent and nature of employee’s innovations, creative, or pioneer initiatives (e.g. ideas, studies, work methods, projects, etc.)</td>
<td>The employee rarely submits creative or pioneer initiatives.</td>
<td>The employee submits some creative or pioneer initiatives (e.g. ideas, studies, work methods, and projects)</td>
<td>The employee submits creative or pioneer initiatives (e.g. ideas, studies, work methods, and projects) and convinces the management of their applicability.</td>
<td>The employee continually submits creative or pioneer initiatives (e.g. ideas, studies, work methods, and projects) and convinces the management of their applicability; this leads to improvement of work and reduction in costs.</td>
</tr>
<tr>
<td>Number of patents, published researches, scientific/literature publications registered under employee’s name.</td>
<td>No evidence of documenting, publishing, or registering his achievements including ideas and initiatives submitted by the employee.</td>
<td>There are few pieces of evidence of the employee’s application for documenting, publishing, or registering new and innovative works and projects.</td>
<td>Most of the innovative and new works and projects submitted by the employee are creative and original. There is evidence of publication, documentation, and registration.</td>
<td>All the innovative and new works and projects submitted by the employee are creative and original. There is evidence of publication, documentation, and registration.</td>
</tr>
<tr>
<td>The number of the implemented ideas and initiatives by employees.</td>
<td>The employee rarely implements the innovative ideas and initiatives he submits.</td>
<td>The employee implements some of innovative ideas and initiatives he submits.</td>
<td>The employee implements most of innovative ideas and initiatives he submits.</td>
<td>he employee implements all of innovative ideas and initiatives he submits.</td>
</tr>
<tr>
<td>The results and effects of the creative innovations and initiatives that have been implemented.</td>
<td>There is rarely a measurement of results or the impact of applying innovative initiatives that lead to improvement and development of work and achievement of positive results.</td>
<td>There is a measurement of some results and the impact of applying innovative initiatives that lead to improvement and development of work and achievement of positive results.</td>
<td>There is a measurement of most of results and the impact of applying innovative initiatives that lead to improvement and development of work and achievement of positive results.</td>
<td>There is a measurement of all results and the impact of applying innovative initiatives that lead to improvement and development of work and achievement of positive results.</td>
</tr>
<tr>
<td>Participation in sharing and exchanging knowledge and submitting work papers</td>
<td>The employee rarely shares and exchanges knowledge and rarely submits work papers.</td>
<td>The employee shares and exchanges knowledge and submits work papers.</td>
<td>The employee shares and exchanges most of knowledge and submits work papers.</td>
<td>The employee initiates sharing and exchanging all of his knowledge and submitting work papers.</td>
</tr>
<tr>
<td><strong>The Total</strong></td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
</tbody>
</table>
### The Third Criterion: Continuous Learning

<table>
<thead>
<tr>
<th>Assessment Criteria</th>
<th>25 %</th>
<th>50 %</th>
<th>75 %</th>
<th>100 %</th>
</tr>
</thead>
</table>
| The appropriateness of academic qualifications and professional certificates with the work nature  
(applicable to applicants for the specialist field and the technical/technological field). |      |      |      |       |
| - The employee's academic qualifications and practical experiences do not fit with his work nature or the job description approved at the institution. | ![25] | ![50] | ![75] | ![100] |
| - The employee's academic qualifications and practical experiences fit with his work nature or the job description approved at the institution. | ![5]  | ![10] | ![15] | ![20]  |
| - Most of the employee's academic qualifications and practical experiences fit with an employee work nature or the job description approved at the institution. | ![25] | ![50] | ![75] | ![100] |
| The level of employee's keenness for self-development through the acquisition of experiences and skills related to his/her relevant field of work. |      |      |      |       |
| - The employee is rarely keen for self-development of knowledge and gaining experiences and skills related to job duties. | ![25] | ![50] | ![75] | ![100] |
| - The employee occasionally shows keenness for self-development of knowledge and gaining experiences and skills related to job duties. | ![5]  | ![10] | ![15] | ![20]  |
| - The employee often shows keenness for self-development of knowledge and gaining experiences and skills related to job duties. | ![25] | ![50] | ![75] | ![100] |
| The employee's keenness to develop and improve his/her language, communication and specialized technical or managerial skills related to his/her work (through training or other means) and the extent to which s/he applies such skills in his work. |      |      |      |       |
| - The employee is rarely keen for gaining skills related to his new job duties and applying them such as using computer, internet, developing his language skills, abilities in the communication field, or developing specialized technical skills (through training). | ![25] | ![50] | ![75] | ![100] |
| - The employee is occasionally keen for gaining skills related to new job duties and applying them such as using computer, internet, developing his language skills, abilities in the communication field, or developing specialized technical skills (through training). | ![5]  | ![10] | ![15] | ![20]  |
| - The employee is often keen for gaining skills related to his new job duties and applying them such as using computer, internet, developing language skills, his abilities in the communication field, or developing specialized technical skills (through training). | ![25] | ![50] | ![75] | ![100] |
| The employee's efforts to develop his/her academic achievement. |      |      |      |       |
| - The employee rarely exerts efforts to promote his academic achievement. | ![25] | ![50] | ![75] | ![100] |
| - The employee exerts some effort to promote his academic achievement through attending specialized courses and conferences and self-reading. | ![5]  | ![10] | ![15] | ![20]  |
| - The employee exerts clear efforts to promote academic achievement through obtaining occupational certificates, completing post-graduate studies (Master's degree and PhD). | ![25] | ![50] | ![75] | ![100] |
| - The employee exerts constant efforts to promote academic achievement through obtaining a number of occupational certificates, completing post-graduate studies (Master's degree and PhD) and active participation in the field of researches publication. | ![5]  | ![10] | ![15] | ![20]  |

**The Total**

<p>| 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |</p>
<table>
<thead>
<tr>
<th>Fourth Criterion: Supervisory Skills</th>
<th>Assessment Criteria</th>
<th>25 %</th>
<th>50 %</th>
<th>75 %</th>
<th>100 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
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<td>45</td>
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<td></td>
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<td>55</td>
<td>60</td>
<td>65</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td></td>
<td>80</td>
<td>85</td>
<td>90</td>
<td>95</td>
</tr>
</tbody>
</table>

**Assessment Criteria**

1. The ability to define a clear strategy for his/her department unit/team, and prepare integrated plans to achieve it in an efficient and effective manner.

   - The employee **has a vision** and mission that reflects the institution's policy and strategic plan.
   - The employee **has a clear vision** and mission that reflects the institution's policy and strategic plan which he takes as a reference.
   - The employee **has a definite, clear, and consistent vision and mission** for his organizational unit or team that reflects the institution's policy and strategic plan which he takes as a reference and often seeks to achieve the institution's objectives.
   - The employee **has a definite, clear, and consistent vision and mission** for his organizational unit or team that reflects the institution's policy and strategic plan which he takes as a reference and continually and actively seeks to achieve the institution's objectives.

2. Having the skills of organization and optimal utilization of available material and technological resources to maximize the return from them.

   - The employee **has poor capability** of organization and maximum utilization of the available diverse resources to maximize the return from them.
   - The employee **has average capability** of organization and maximum utilization of the available diverse resources to maximize the return from them.
   - The employee **has high capability** of organization and maximum utilization of the available diverse resources to maximize the return from them upon achieving the institution's objectives.
   - The employee **has extremely high capability** of organization and maximum utilization of the available diverse resources to maximize the return from them upon achieving the institution's objectives.

3. Having the skills of following up and assessing the performance of their team/organizational unit in positive and stimulating ways, the extent of using reliable methods for measuring the performance level of the team/organizational unit, follow up on the achievement of objectives, and taking appropriate decisions.

   - The employee **has poor capability** of applying reliable methods for measuring his performance and his team's performance.
   - The employee **has average capability** of applying reliable methods for measuring his performance and his team's performance.
   - The employee **has high capability** of applying reliable methods for measuring his performance and his team's performance.
   - The employee **has extremely high capability** of applying reliable methods for measuring his performance and his team's performance.
<table>
<thead>
<tr>
<th>Fourth Criterion: Supervisory Skills</th>
<th>The achievements of the organizational unit supervised by the employee rarely achieves the required results.</th>
<th>The organizational unit supervised by the employee occasionally achieves the required results.</th>
<th>The organizational unit supervised by the employee often achieves the required results.</th>
<th>The organizational unit supervised by the employee always achieves the required results.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in setting, developing, reviewing, and communicating the strategy of the entity works for and provision of potentials and efforts to be efficiently applied.</td>
<td>The employee rarely participates in setting, developing, reviewing, and communicating the strategy of the entity works for and provision of potentials and efforts to be efficiently applied.</td>
<td>The employee occasionally participates in setting, developing, reviewing, and communicating the strategy of the entity works for and provision of potentials and efforts to be efficiently applied.</td>
<td>The employee often participates in setting, developing, reviewing, and communicating the strategy of the entity works for and provision of potentials and efforts to be efficiently applied.</td>
<td>The employee always participates in setting, developing, reviewing, and communicating the strategy of the entity works for and provision of potentials and efforts to be efficiently applied.</td>
</tr>
<tr>
<td>Creating an environment that fosters innovation and encouraging innovators.</td>
<td>The employee rarely endeavours for proving a safe environment that encourages and supports innovation and creativity and promotes innovators with view to improving and developing the work field.</td>
<td>The employee occasionally endeavours for proving a safe environment that encourages and supports innovation and creativity and promotes innovators.</td>
<td>The employee often endeavours for proving a safe environment that encourages and supports innovation and creativity and promotes innovators.</td>
<td>The employee always endeavours for proving a safe environment that encourages and supports innovation and creativity and promotes innovators with view to improving and developing the work field.</td>
</tr>
<tr>
<td>Stimulating and rewarding employees in return for their productivity and achievements within the powers conferred upon employee.</td>
<td>The employee rarely stimulates and rewards employees in return for their productivity and achievements for fulfilling the institution’s objectives.</td>
<td>The employee occasionally stimulates and rewards employees in return for their productivity and achievements.</td>
<td>The employee often stimulates and rewards employees in return for their productivity and achievements and develops their innovative energies.</td>
<td>The employee always stimulates and rewards employees in return for their productivity and achievements and develops their innovative energies for fulfilling the institution’s objectives.</td>
</tr>
</tbody>
</table>
### Fourth Criterion: Supervisory Skills

<p>| Having the skills of persuasion, negotiation, and disputes resolution. | The employee has poor skills of negotiation and disputes resolution. | The employee has average skills of negotiation and disputes resolution. | The employee has high skills of negotiation, disputes resolution, and problem solving. | The employee has extremely high skills of negotiation, disputes resolution, and problem solving with view to achieving objectives. |
| The ability to positively affect his/her colleagues and the work environment. | The employee has poor capability of exercising positive influence over employees | The employee has average capability of exercising positive influence over employees and orienting them | The employee has high capability of exercising positive influence over employees and orienting them to improve their performance. | The employee has extremely high capability of exercising positive influence over employees and orienting them to improve their performance and achieve the institution's objectives. |
| The keenness to develop and train the human resources whom s/he supervises and qualify the second rank of employees, delegate and spur them to be hard-working, dedicated as one unified team. | The employee rarely endeavours for developing, training, and delegating human resources under his supervision, stimulating and rewarding employees in return for their productivity and achievements as well as encouraging teamwork with view to fulfilling the coveted objectives. | The employee occasionally endeavours for developing, training, and delegating human resources under his supervision, stimulating and rewarding employees in return for their productivity and achievements as well as encouraging teamwork with view to fulfilling the coveted objectives. | The employee often endeavours for developing, training, and delegating human resources under his supervision, stimulating and rewarding employees in return for their productivity and achievements as well as encouraging teamwork with view to fulfilling the coveted objectives. | The employee always endeavours for developing, training, and delegating human resources under his supervision, stimulating and rewarding employees in return for their productivity and achievements as well as encouraging teamwork with view to fulfilling the coveted objectives. |
| The candidate's ability to effectively communicate with his/her team, and provide the required feedback to improve their performance. | The employee has poor skills of communication with the team and exchanging opinions and ideas with them | The employee has average skills of communication with the team and is keen for exchanging opinions and ideas with them | The employee has high skills of communication with the team and is keen for exchanging opinions and ideas with colleagues to inform them of all aspects of strengths and weaknesses in their work and invest their energies and experiences | The employee has extremely high skills of effective communication with the team and is keen for exchanging opinions and ideas with colleagues and stakeholders continually to inform them of all aspects of strengths and weaknesses in their work and invest their energies and experiences for the purpose of fulfilling the institution's objectives. |</p>
<table>
<thead>
<tr>
<th>Fourth Criterion: Supervisory Skills</th>
<th>The candidate’s skill and ability to manage change, update and continuous improvement.</th>
<th>The employee is <strong>rarely</strong> keen for managing change and performing activities and initiatives leading to effecting positive changes and continuous improvement in employees’ performance.</th>
<th>The employee is <strong>occasionally</strong> keen for managing change and performing activities leading to effecting positive changes in employees’ performance.</th>
<th>The employee is <strong>often</strong> keen for managing change and performing activities and initiatives leading to effecting positive changes and improvement in employees’ and the institution’s performance.</th>
<th>The employee is <strong>always</strong> keen for managing change and performing activities and initiatives leading to effecting positive changes and continuous improvement in employees’ and the institution’s performance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Total</td>
<td>5 10 15 20 25</td>
<td>30 35 40 45 50</td>
<td>55 60 65 70 75</td>
<td>80 85 90 95 100</td>
<td></td>
</tr>
</tbody>
</table>
DEFINITIONS AND TERMINOLOGY
General Secretariat of the Executive Council: The administrative body entrusted with proposing the general policies and strategies of the Emirate, and submits them to the Executive Council for making decision. The Executive Council also represents the administrative body that provides support services to the Council, from the preparation of projects decisions and put them in tables and prepare minutes and export decisions of the Council and follow-up implementation.

AMS: Is the Award Management Digital Platform System that all participate enities will complete the AbuDhabi For Excellence in Government Performance Fifth Cycle application and it will give a permission to be assessed by special matter of experts.

Innovation: Individuals’ and governments’ efforts for improvement by coming up with creative ideas and creating new products, services and processes that improve the quality of life.

Performance: The collection of final achievements and results of individuals, work groups, organizational units or government entities.

Change management: The process of coordinating, implementing and monitoring change in systems and practices at the government entity.

Process management: An approach used to design, execute and control processes related to the accomplishment of the government entity’s functions, activities and services.

Resource management: An approach used to plan, organize, monitor, guide and secure all available resources (financial, human, assets, information) in order to reach the government entity’s objectives and targets.

Strategy: A tool that entities depends on in order to achieve their objects.

Future shaping: Anticipating the nature and importance of developments and future trends on points related to the entity’s work.

Rational spending: Determining spending priorities according to what meets the needs and interests of stakeholders while eliminating spending in points that add no value for these stakeholders.

Productivity: Rate/average of the achievement made by one unit of a resource or production element during a defined period of time.

Work systems: A group of regulations, laws, decisions, instructions and documented policies that regulate and define procedures, criteria and steps to follow in order to achieve a certain target.

Organizational units: refer to the departments, divisions or divisions shown on the organizational structure of the government entity.
**Objectives of the Emirate of Abu Dhabi:** The objectives are specified orientations for the Emirate and is the interim result or goal or final outcome that the Emirate seeks to achieve in the next five years.

**Priority:** the key points that the entity will focus on in the medium term «five years» and directly linked to government programs.

**Abu Dhabi Plan Programs:** The program is a set of projects with a related scope of work that contributes to achieving the desired objectives of the government.

**Data:** The primary numbers, letters, symbols or facts that describe a subject, idea or situation.

**Continuous development:** A style of management that leads to pioneering positions by continuously introducing partial or small changes to processes, work systems and performance criteria to improve them.

**Analysis:** Examining facts and data collected within the government entity in order to make informed and effective decisions. This includes studying links, connections, and finding out reasons.

**Strategic planning:** A process that includes looking into the future of the government entity by setting a vision, mission, strategies and specific targets as well as how to achieve them based on the current situation.

**The strategic plan of the Authority:** A five-year plan directly linked to the objectives and programs of the Abu Dhabi Plan. These details are about capital and non-capital projects and institutional services improvement projects with indicators to measure the extent to which the Emirate’s objectives and priorities are met. The Strategic Plan is updated every two years in line with the Abu Dhabi Plan update.

**Development:** Develop what is necessary to respond to new requirements.

**Job grievance:** Complaints/remarks made by an employee. They are usually about measures unfairly taken against this employee or an injustice against them resulting from non-conformity with laws, regulations or practices.

**Corporate learning:** Collecting information, gaining knowledge and applying practices related to this information and knowledge that leads to an improvement or a change for the better. This includes standardizations, reviews, internal and external assessments, and studying of best practices and benchmarking against them.

**Budget:** A sum of money to be disbursed by the Government of Abu Dhabi at the request of the Authority to complete its projects, as a result of the process of allocating the disbursement of the Authority during the fiscal year, and be distributed between financial and operational expenses.
**Techniques:** practical applications resulting from research in various fields and include means, tools, mechanisms, equipment that helps the government to accomplish its objectives in an efficient manner.

**Empowerment:** Giving employees the authorities of and responsibilities for making decisions related to their work, as well as providing them with the necessary skills and knowledge to do a good job.

**Income development:** providing additional sources of income or financial resources.

**Government entity:** corporate bodies, public corporate, organs, centers, councils, committees and any governmental entity whose budget falls within the general budget of the government or is attached thereto or independent. This definition shall include any other entity approved by the Executive Council.

**Contributor:** The entity that carries out a project or projects linked to the government program or has major roles, functions or activities that affect the success of the program.

**Excellence Ambassador - (The coordinato):** Is concerned person with coordination with the contributors to the program through the preparation of workshops and detailing the program.

**Governance:** A system that supports fairness, transparency, and accountability within the entity and reinforces confidence and credibility in the work environment. It also defines the responsibilities, rights and relations of all stakeholders in the government entity in addition to setting the necessary rules and procedures to make informed decisions related to the government entity's work through a group of policies, laws, regulations and organizational structures.

**E-Government:** An expression indicating the commitment of government entities to conduct work, communications and services through advanced technology (tablets, smart phones, internet, kiosks, robots, drones, etc.). This guarantees the continuous provision of services and eliminates the need for the customer to visit service centers physically.

**Service:** A series of activities, procedures or processes provided by a government entity or its representative in the provision of the service and aims to meet the needs of customers through different channels of service delivery and be based on interaction by the customers and the service provider.

**Financial implications:** Study and analysis of the financial impacts of establishing or launching new projects. Such studies usually compare more than one alternative or proposal.
**Abu Dhabi Plan:** Abu Dhabi’s vision translates into long-term objectives and phase-out programs implemented through government entities projects. Abu Dhabi Plan also identifies key indicators and targets for achieving these goals.

**Action Plans:** Identify specific actions and activities to achieve long-term and short-term strategic objectives. The plan contains details of available resources and project execution schedule.

**Employment rotation:** the extent of change of employees in the government.

**Employees:** All individuals working at the government entity, whose work and efforts may benefit service provision and productive projects. They include individuals employed according to the civil service system, contracts system or daily wage system whether they are full time, part time or temporary employees who hold a position within the entity’s organizational structure.

**Mission:** A statement describing the purpose or reason underlying the existence of the entity, and adopted by the parties concerned.

**Vision:** A description of what the organization is trying to achieve in the long term. The purpose of the vision is to be a clear guide in light of which existing and future courses of action are chosen, along with the message, and are the basis for strategies and policies.

**Leadership:** uniqueness and excellence in performance and implementation of business and services provided.

**Easy access:** easy access to the location of the government entity and its relevant information and its employees and officials concerned.

**Policies:** Represent the main rules and general direction of the government entity. Policies set the general course that directs the thinking of officials during decision making in various aspects of the entity’s work.

**Partnership:** A relationship between two parties that come together to achieve a strategic goal/ national indicator, provide a service, or execute a project/program by benefiting from the capabilities and skills of each other.

**Internal partnerships:** These include the development of a network of relationships within the government entity between its various departments in order to guarantee resilience, responsiveness, the sharing of information and experiences, and continuous improvement.

**External partnerships:** These include partnerships with customers, suppliers, other government entities, legislative authorities, civil society members, research centers and universities that are directly related to the work of the government entity.

**Operational performance indicators:** Benchmark indicators that measure performance at the corporate level.
**Transparency:** Granting all stakeholders sufficient opportunity to view and have access to relevant information and decisions, including the reasons decisions were made, the parties responsible for them and their effects.

**Complaint:** Any communication (written or oral) made by a customer that expresses dissatisfaction with a product or service provided, or dissatisfaction with the quality, method of provision or anything else related to this service.

**Processes:** A series of activities and steps with inputs from various resources (financial, human, information) that guarantee the provision of a service or product or the accomplishment of a certain task.

**Main Processes:** Processes through which the government entity’s most important functions, activities and services that most impact its results and work are accomplished

**Effectiveness:** The level of alignment between performance and targets set during a certain period. It is measured by the extent of reaching these targets.

**Capabilities:** All means and methods used by the entity to reach its strategic objectives. These may include: processes, services, policies, programs and projects.

**Channels of service delivery:** Is a communication between customers and government entity that provides services through different channels by traditional ones and smart channels.

**Values:** The general principle, behaviors and actions of a government entity’s employee as well as the common traditions and beliefs based on which work relations are formed. They reflect and reinforce the culture of a certain entity

**Value:** Recognizing what the service or process is worth in terms of efforts or paid fees.

**Harmonization:** plans, processes, information, decisions and resources to achieve the objectives of the government. The alignment requires a common and understanding of the objectives of the government agency, and the use of special measures and information available in the planning, follow-up, analysis and development at the level of the governmental body and its organizational units and operations.
Customers: All those who contact or directly deal with the government entity to receive a service or product.

Affected parties: All individuals and/or establishments indirectly benefiting from the entity’s activities and services.

Target: is the value associated with the KPI and targets in the Abu Dhabi Plan that the Government is seeking to achieve within a specified time frame.

Quality level: The extent to which the needs and expectations of customers from services/products are met in a way that affects their satisfaction. It also includes the extent of compliance with the service/product specifications.

Project: The project is a set of activities with a starting point and an end within a clear scope of work to reach a way out that reflects the final outcome of the project. The main projects of each program are identified to reflect the strategic plans of the parties.

Knowledge: Information that leads to taking a certain action or a certain measure.

Information: Data that is organized, processed and analyzed to achieve a certain goal or for a certain use, or that is interpreted in a specific structure to guarantee the effectiveness of decision-making.

Interested parties / groups: Any person who benefits from the services of the government entity or is affected by the outputs and products of its business or who deals with it to receive a service or a product or to provide a service or product thereof. Management, dealers, suppliers, partners, community, business community, and human resources working in the government.

Benchmarking: Comparison with excellent establishments in certain fields aimed at identifying best practices at the local, regional or international levels in the same scope of work or outside it to benefit and learn from these practices.

Performance measures: Quantitative or qualitative information that describe the outcome and output from the operations of the government entity.

Government property: All movable and immovable property owned by the government entity may include land, real estate, technology, equipment, machinery, public facilities, inventory and assets of various types.

Key performance indicators: Government-level indicators which is measuring performance in achieving the objectives of the Abu Dhabi Plan and define performance indicators at a strategic level to measure objectives in the Abu Dhabi Plan and are often outcome-based.