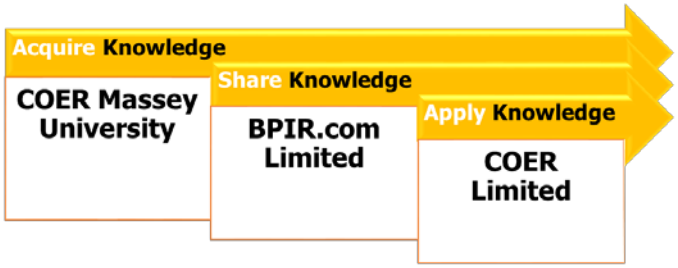


COER News – August 2017

Welcome to our August COER Newsletter!

The newsletter begins by promoting the 6th Global Benchmarking Award and 11th International Benchmarking Conference. This is followed by sharing the results and best practices from the 5th International Best Practice Competition and our 1st ever Organisation-Wide Innovation Award. We then share the progress of the 2nd cycle of benchmarking projects undertaken as part of the "Dubai We Learn" initiative. The remainder of the newsletter shares information on our research, planned and past COER events, and future activities and events of our partners.

For more information on the fabulous best practices shared within COER News please consider joining BPIR.com. We can only keep this service going with your support. The BPIR.com shares in detail the best practices highlighted in this issue and includes video presentations of over 150 best practices (collected from the International Best Practice Competition) in addition to 1,000's of articles/reports to help your organization on its improvement journey. Also, the BPIR.com publishes bi-monthly best practice reports, download at a free one on Employee Happiness.

CONTENT	
2	6th Global Benchmarking Award – 2nd Call for Entries
2	Learn from the Winners of the 5th International Best Practice Competition
9	Learn from the Winners of the 1st Organisation-Wide Innovation Award
14	Launch of the 2nd Cycle of "Dubai We Learn" Government Projects, April 2017
16	1st Progress Sharing Day of "Dubai We Learn", June 2017
18	Benchmarking Certification (7-Star Recognition System)
19	TRADE Benchmarking Training for Best Practices and Innovation
20	COER assists the APO with its Business Excellence Initiatives
21	Selection of Recent Academic Publications on Business Excellence
21	PhD Research to start on the use of Business Excellence Worldwide
22	PhD Research Opportunities
22	BPIR.com - Sharing Best Practices
23	ASQ's Quality Management Forum Publication on Organisational Excellence
23	Book Review: Deep in Crisis, The Uncertain Future of the Quality Profession
25	COER's Partner Activities/Articles of Interest

6th Global Benchmarking Award – 2nd Call for Entries

The 6th Global Benchmarking Award, provides recognition to organisations that have integrated benchmarking into their strategy and processes in order to continuously learn and innovate.

Previous winners have been Watson Real Estate (New Zealand) in 2012, Knowledge and Human Development Authority (United Arab Emirates) in 2013, OCBC Bank (Singapore) in 2014, The Medical City, (Philippines) in 2015 and Al Jazeera International Catering Ltd (United Arab Emirates).

To enter please complete the entry form by **5.00pm, Friday 8 September 2017.**

Up-to three of the best applications will be invited to share their benchmarking approach at the **11th International Benchmarking Conference, Okada Manila, Metro Manila, Philippines to be held 22-25th October 2017.** The presentations will be judged and winners and runners up will be recognised. The conference is being held in partnership with the Philippine Society for Quality and the Asia Pacific Quality Organisation as part of the APQO's International Quality Conference. *If registering, please indicate you first heard about the conference from COER!*

The Global Benchmarking Network organises the award. The GBN consists of a network of organisations from 22 countries that are the leading authorities on benchmarking within their country. **The GBN is looking for new members that wish to represent their country** – for information on membership please refer to http://www.globalbenchmarking.org/become-a-member/

Learn from the Winners of the 5th International Best Practice Competition

We are delighted to announce the Winner of the 5th International Best Practice Competition held at NMIMS University, Mumbai, India, 25/26th April 2017.

The International Best Practice Competition, founded and chaired by COER, encourages organizations to share their best operational and managerial practices, processes, systems, and initiatives and learn from the experience of others. It celebrates the achievements of individuals and teams that have been responsible for creating and/or managing the introduction and deployment of best practices.

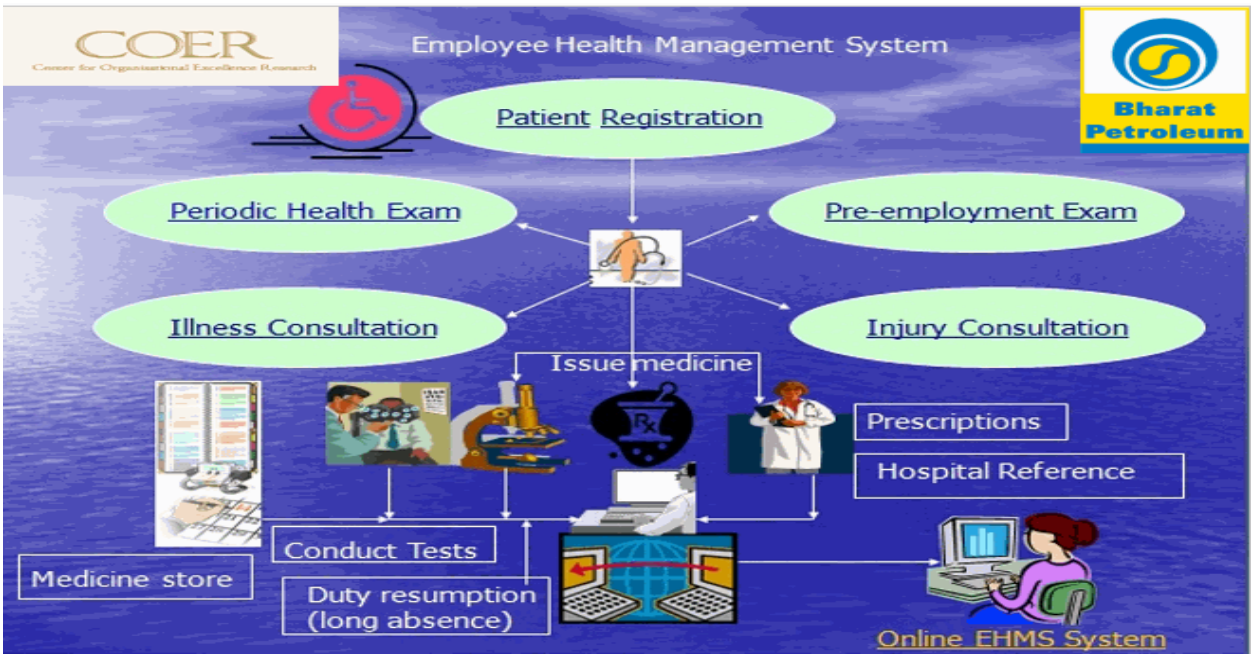
From a total of 65 best practices submitted, 27 qualified and were presented to a distinguished panel of judges in India.

Winner:

Bharat Petroleum Corporation Limited (Mumbai Refinery), India - **Employee Health Management System**, Dr Vandana Shinde, Manager Medical Services & Pushpalatha Ravi, Sr Manager (Information Systems)

Dr Vandana Shinde and Pushpalatha Ravi, Bharat Petroleum Corporation Limited with the judges

Bharat Petroleum Corporation Limited (BPCL) provides comprehensive health and well-being services for its employees through a fully-fledged Medical Centre. The provision of such services demonstrates BPCL's commitment to employee well-being in a potentially hazardous work environment. The Medical Centre provides preventive and curative health services to employees for 365 days and 24hrs a day as shown below.

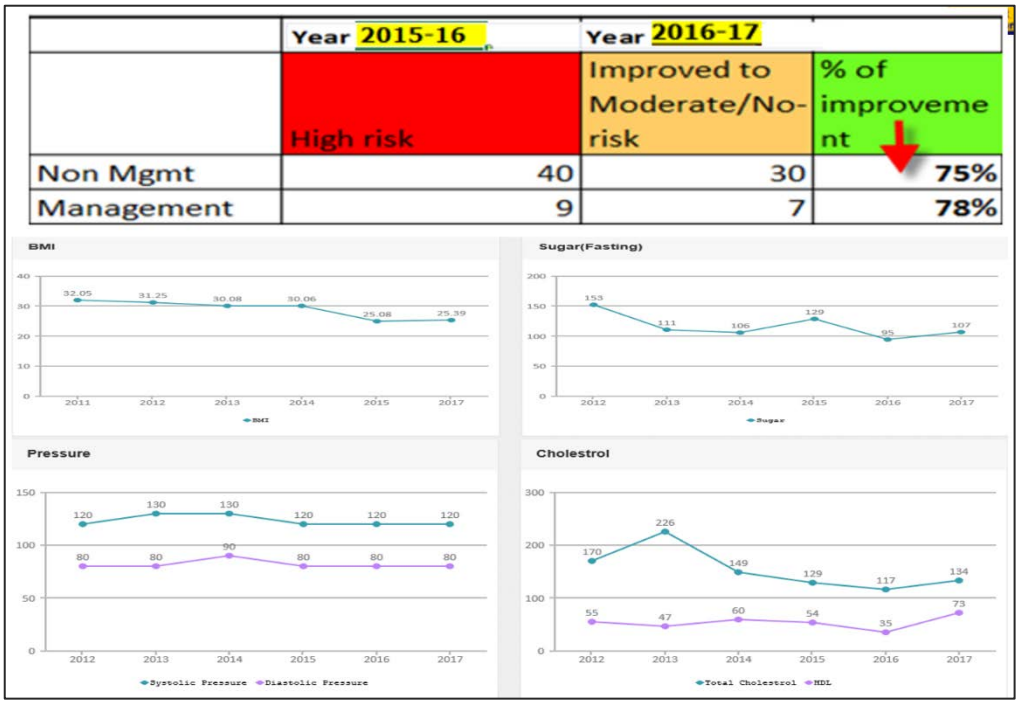


BPCL's Employee Health Management System

The Medical Centre's services were initially designed for 2,200 staff at the Mumbai Refinery but due to their success were expanded to cover 14,000 staff across all business units. The services include a comprehensive health check for all employees each year, providing full transparency of results to the individual employees concerned, and monitoring aggregate results through the provision of a wellness index. The Centre's services are supported by a user friendly on-line system that records the medical condition of employees, prescribed treatments, consultation times and issues appointment times. The system enables employees to view their records and personal wellness index score. Data confidentiality is paramount with procedures in place to ensure that only medical staff have access to an employee's medical information – it is not disclosed to management. All tests and analysis are conducted in the Medical Centre.

Employees are highly motivated to achieve a higher wellness index score. The wellness index consists of four measures, Body Mass Index, Blood Pressure, Chol:HDL and Fasting Blood Sugar Levels. Test results are displayed graphically year by year so that trends in wellness over time can be tracked and necessary interventions made. Various health and wellness activities are provided to increase specific wellness scores. These include yoga, meditation, counseling by a dietician, and health talks by consultants.

Individual wellness index scores are aggregated to provide an overall company-wide wellness index score. The challenge for BPCL is to improve the company-wide wellness index score each year. To achieve this the system enables the records to be searched and analysed via departments, job positions and medical conditions thus enabling patterns in the data to be identified and targeted wellness programs to be introduced. This has resulted in major improvements in wellness with a reduction in the number of high risk employees for non-management and management between 2015 to 2017, and improvements in the four wellness indicators since 2012.



	Year 2015-16	Year 2016-17	
	High risk	Improved to Moderate/No-risk	% of improvement
Non Mgmt	40	30	75%
Management	9	7	78%

Improvements to BPCL's Wellness Index Score over time

In summary, BPCL's employee health management system is a win-win best practice for both employer and employee. A healthier workforce enables staff to contribute effectively and efficiently to the vision of the organization and thus raise productivity.

Four Runners-up (of equal standing):

- **Dubai Municipality, United Arab Emirates** - **Application of the TRADE Benchmarking Methodology to Improve the Purchasing Process,** Ahmed Al Zarouni, Head Of Purchase Section, Rafeea E Aleghfeli, Head of Excellence Programs, Ali Eissa, Senior Purchase Officer, Hessa Al Ammadi, Head of Purchase Unit, Rahma Aal Ali, Head of Planning & Development Office.

  Dubai Municipality described how it used TRADE Benchmarking Methodology to identify and implement best practices for its purchasing process.

  Outstanding results achieved within one year were:

  - Savings of AED 1.3 million yearly in process cost elimination, which increased productivity by 10%
  - Reduced cancelled and returned purchase requisitions to save AED 800,000
  - Reduced purchase cycle days (bid evaluation) from 11 days to 7.7 days
  - Increased completed purchase requisitions from 74% in 15.5 days to 97% in 12.2 days
  - Fully automating the purchasing process by eliminating the last manual process (removal of all 20,219 printed purchase requisitions)

  In addition, Dubai Municipality achieved TRADE Benchmarking Proficiency Certification at a Commendation Level with a 7 star "role model" grade.

  TRADE was applied as follows:

1	**Terms of Reference**	We defined our aim, with a clear scope, expected benefits, expected time-line and identified the stakeholders that would be impacted by the project.
2	**Research current state**	We conducted various workshops and used numerous quality tools (such as value analysis, fishbone analysis, process mapping) to dig deep into the entire purchasing process, then focused particularly on the bid evaluation stage.
3	**Acquire best practices**	We compared our performance with other organisations, identifying which organisations are likely to have superior practices and learnt from them.
4	**Deploy best practices**	We communicated the best practice findings from the Acquire Stage to the relevant stakeholders and implemented the necessary changes.
5	**Evaluate success**	The performance achieved surpassed our initial projections when starting the project.

- **Tata Housing Development Co Ltd, India** - **Visible Leadership, A Best Practice in the Application of the Tata Business Excellence Model,** Sachin Garg, Head – Strategy & Business Excellence

  By adopting the Tata Business Excellence Model (TBEM), Tata Housing Development Co. Ltd has become one of the fastest growing companies within Tata progressing towards real-estate industry leadership in India. Prior to the use of the model the company was struggling to survive. By using a unique blend of practices acquired from world-class entities, the company has gained international and national awards and recognition in leadership services, safety and many other aspects. Success factors enabling this transformation were:

- TBEM (based on the Baldrige Criteria for Performance Excellence) and CII-EXIM (based on the EFQM Criteria) assessments have been used year on year as a self-assessment tool to understand the opportunities for improvement and take actions.
- Setting up a Tata Housing Excellence Council to lead its business excellence journey. The council consisted of senior management and the best business managers to come up with innovative ideas.
- Setting up leadership and strategy planning systems based on best in class learning from other Tata Group companies. This strategy planning process begins by capturing stakeholder inputs and translating them into business strategies deployed using a Balance Score Card approach.
- Utilising a Tata group wide best practice portal (Edge) to share and adopt best practices
- Use of APQC benchmarking services to benchmark key KPIs
- Use of a unique Process Maturity Index (PMI) that combines PDCA and Baldrige framework's ADLI and LeTCI to identify processes, improvement projects and best practices
- Adoption of world famous ASQ International Team Excellence (ITEA) criteria at the beginning of an improvement project.

- **Knowledge & Human Development Authority, Dubai, United Arab Emirates** - **An Initiative to Raise People Happiness to World-Class Levels**, Dr. Wafi Dawood, Chief of Strategy & Excellence & Kalthoom AlBalooshi, Executive Director of Education Development

KHDA's happiness journey started in 2014 when its leadership set the direction to make KHDA a pioneer in the field of employee wellbeing and a 'Place to Thrive' for all who work there. KHDA recognized the link between employee happiness and productivity.

KHDA aiming to give happiness to all its stakeholders

To monitor and improve employee happiness KHDA has been using the internationally recognized Happiness@Work survey developed by Nic Marks of Happiness Works. KHDA were in the top 15% of organisations for employee happiness according to this assessment but striving to be in the top 10%. An analysis of survey results and research revealed that some KHDA teams were less happy than others and areas for improvement were: "Workplace environment, physical wellbeing, workplace culture, organization governance, work-life blend, emotional hygiene, employee recognition, community engagement and creativity and innovation".

A key approach to improving employee happiness was through the application of the TRADE Best Practice Benchmarking Methodology for which they achieved TRADE Benchmarking Proficiency Certification at a

Commendation Level with a 7 star “role model” grade. Over one year many best practices were learnt from organisations such as Zappos (US), WestEd (US), The Schoolyard Project (US), The Orange Frog (US) and DHL (Dubai, UAE).

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

KHDA’s new open workspace

From implementing 21 practices KHDA improved its employee happiness from 7.3 to 7.6. This placed KHDA among the top 10% happiest organisations (according to the Happiness@Work survey).

- **Ministry of Health, Bahrain** - **A Novel Way of conducting an Antibiotic Management / Stewardship Program**, Jameela Alsalman, Geriatrician

  In 2012 the Ministry of Health in Bahrain adopted the World Health Organization’s initiative for antibiotics stewardship to decrease the consumption of antibiotics in hospitals. Their efforts included the development of software, regular meetings, educational sessions and providing intensive support for health care workers, amongst other initiatives. All these were carried out without additional costs or manpower. As a result, the following was achieved:

  - Improved knowledge of health care workers
  - Decrease in multidrug resistance organisms and hospital acquired infection
  - Improved compliance rate with the infectious disease recommendations, 5% to 95%
  - Decreased the length of stay in hospitals for patients on antibiotics by an average of 7 days
  - Decreased the rate of antibiotic consumption (50-80%)
  - Decreased the money spent on antibiotics by 7.5 million dollars

- Achieved recognition as one of the top three government practices in the Kingdom of Bahrain in 2016 and was honored by the prime minister

Tata Housing Development Co. Ltd., India

Dubai Municipality, UAE

Knowledge & Human Development Authority, UAE

Ministry of Health, Bahrain

The following additional 5 best practices were selected in the top 10 best practices:

Dubai Electricity and Water Authority, UAE	AFKARI - DEWA's Ideas Management System
HDFC Bank, India	HDFC Bank's Digital Innovation Practice - IISS Model
MAA Medicare Charitable Foundation, Malaysia	Fundraising - Creating publicity and social awareness Low Cost, High Profit, Huge Impact
Sierra Readymix (Pvt.) Ltd., Sri Lanka	Building a multi-purpose hall for students and teachers
Small Medium Enterprise Development Bank Malaysia Berhad, Malaysia	Developing young Malaysians to be successful entrepreneurs

All 27 qualifier best practices are shown in the BPIR.com. *Don't reinvent the wheel,* become a member of the BPIR.com *to learn from the best!*

Learn from the Winners of the 1st Organisation-Wide Innovation Award

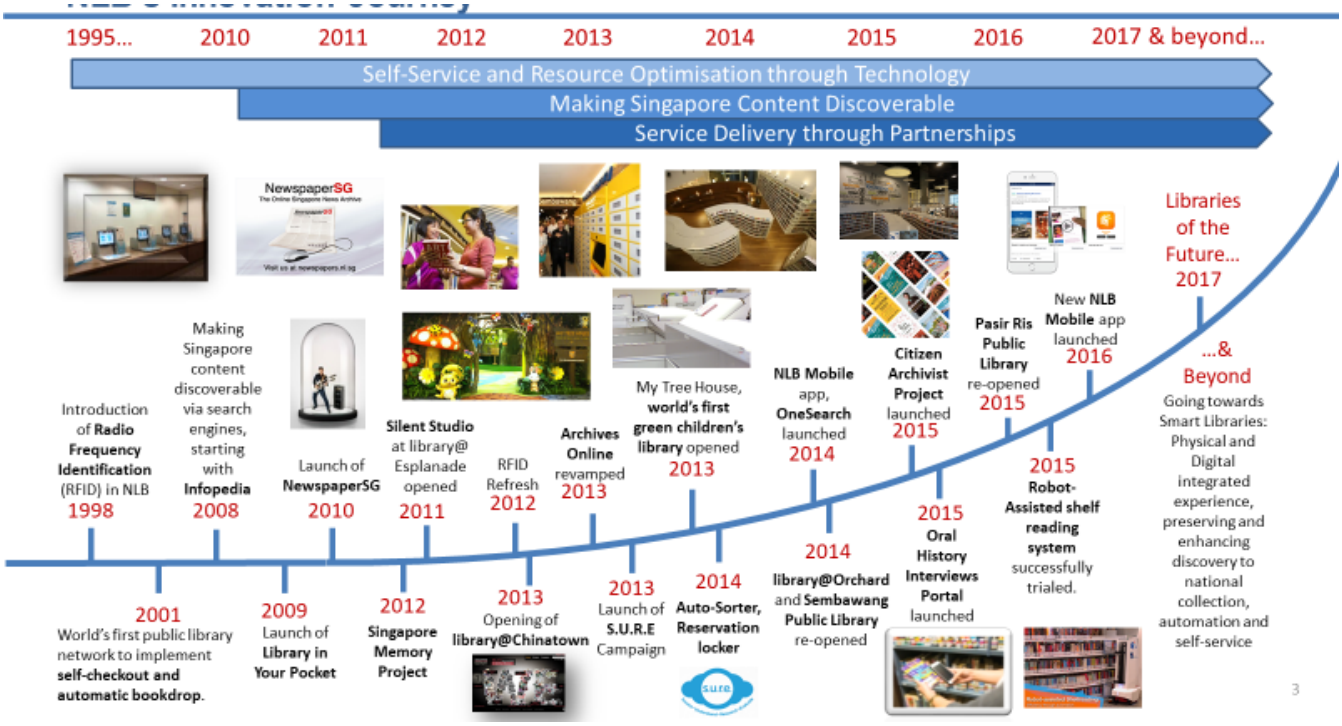
Organisation-Wide Innovation Award

The 1st Organisation-Wide Innovation Award, founded and chaired by COER, was held at NMIMS University, Mumbai, India, 25/26th April 2017. The award recognises organisations that excel in inculcating an innovation culture throughout all facets of their operation from the leadership to employees and covering all stakeholders leading to innovative processes, products and services.

Winner:

National Library Board, Singapore - **NLB's Organisation-Wide Innovation Approach**, Siang Hock Kia, Deputy Director

An innovation culture has been nurtured over many years at the National Library Board (NLB), Singapore. The NLB leadership, from the Board of Directors to all members of the Senior Management team are torch-bearers of innovation. They set the common vision of 'Readers for Life. Learning Communities. Knowledgeable Nation', drive performance metrics, and act as role models of innovation champions. To emphasize the importance of innovation, the 'Innovation & Technology Advisory Committee' made up of Board members has been established, squarely setting the innovation agenda at Board level



NLB's Innovation Journey

NLB Leadership recognises that for NLB to stay relevant in this era of rapid changes in life-style, demographics and technological, it must innovate, especially in the following domains:

- citizen engagement and collaboration (co-creation multiplies impact and reach with minimal resources)
- making NLB content discoverable (facilitating easy access to Singapore content and NLB resources), and
- resource optimisation and efficiency (resources saved can be channeled to high value tasks).

To achieve the above, the NLB leadership has put in place a holistic organisation-wide strategy comprising the following integrated components for 2015 - 2020, and beyond:

- Public Library of the Future where NLB upgrades its libraries with innovative designs and services,
- National Library/National Archives of Singapore Masterplan where NLB entrenches its position as the custodian of Singapore-related documentary content and inspires Singaporeans to participate in the nation's past, present and future, and
- the National Reading Movement, where the nation reads more, reads widely, and reads together.

There are multiple platforms for staff to innovate. Of special mention is the Blackbox programme, named to represent a clean slate and a bank of limitless opportunities, aims to empower NLB staff to explore possibilities and turn their ideas into reality. Blackbox consists of four elements: a call for ideas, an innovation competition followed by development and trial, and finally, presentation of findings and recommendations to senior management. The programme was launched in 2006, and has since enjoyed five successful runs. By committing the resources and funding for the programme, the NLB Leadership has endorsed the importance of innovation.

To encourage innovation and the taking of calculated risks, NLB formally introduces various stages of experimentation within the Innovation Life-Cycle: Concept, Proof of Concept (PoC), Prototype, Pilot, Roll-out, Operation, and Retirement. The additional stages of PoC, Prototype and Pilot can be introduced if required to mitigate risks, and allow more ideas to be tested. Data collected are then analyzed to determine if full roll-out is to proceed.

NLB recognises innovation initiatives by staff and teams through various monetary and non-monetary rewards. The best innovation projects are nominated for NLB's Innovation Excellence Awards, Ministry-level and Public Service innovation awards. NLB has also submitted nominations to local, regional and international awards, and won a number of these awards. To develop and sustain the innovation culture, it is very important to celebrate the successes achieved through innovation.

RFID Refresh

- **Reduced time** taken to borrow 6 books **by 50%**
- **$4.5 million cost avoidance**

Archives Online

- **Usage increased by 900%,** from ~400,000 pageviews to almost 4 million over a financial year

Data Analytics

- Over a **billion recommendations** made available to users

Self-Service Reservation System

- **$370,000 cost** savings for 185,000 items
- **9,850 manhours** per year redeployed to higher value-added roles

Citizen Archivist

- Over 15,000 items transcribed within 5 months, a task that would take over **2 years by a staff**

Examples of Innovations

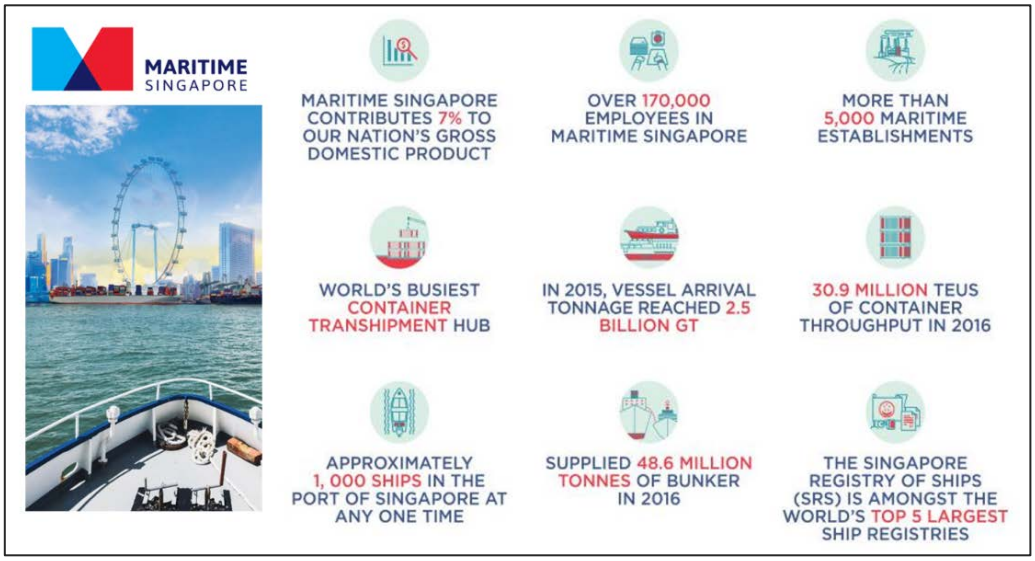
In NLB, innovation is organisation-wide and broad-based. Over the years, NLB has moved away from metrics such as number of suggestions per staff and fully aligned the outputs and outcomes of innovations to corporate goals as measured by the NLB Balanced Scorecard. The top line metrics are the Reach Index, Usage Index and Effectiveness Index. The Reach Index measures the participation in services and activities provided by NLB obtained through extensive and representative street-intercept interviews. The Usage Index measures the check-out of physical and electronic books, and accesses on NLB's online services. The Effectiveness Index measures the customer satisfaction level for the various NLB programmes and content.

NLB has consistently achieved very high ratings for customer-related measurements such as the NLB Customer Satisfaction Index – 87.6%, 87.8% and 89.2% for the last 3 years. Under the Customer Satisfaction Index of Singapore (CSIG) by the Singapore Management University, NLB received 75.8%, 69.0% and 72.8% for the last 3 years – these scores are well above other peer government agencies in Singapore, thus creating a high level of trust and satisfaction on NLB's services for the citizens.

Runner-up:

Maritime and Port Authority of Singapore - **MPA's Organisation-Wide Innovation Approach**, Manin Kaur, Assistant Director, Organisational Excellence

The Maritime Port Authority (MPA) demonstrates innovative leadership at 3 levels: Organisational, Industry and International with multiple platforms to harness innovation from staff and stakeholders. This has led MPA to achieve many innovative firsts in port operations and cement Maritime Singapore as a preferred one-stop destination and global hub for port and marine activities.



Achievements of MPA

MPA uses multiple platforms to encourage innovation. These include:

- Staff Suggestion Scheme and Work Improvement Teams - These serve to encourage bottom-up ideas. Rewards are dependent on the merits of the suggestion or WITS projects measured against a set of criteria.
- Innovation Learning Journeys - A platform for staff to gain insights of other organisations' innovation best practices.

- Ideathons - A platform and opportunities for staff to come together to brainstorm on ideas using its innovation process, 'STEER' which can be implemented at MPA either in the short, mid or longer term on a selected theme.
- Innovation Xchange - A series of sharing sessions featuring best practice speakers from the industry.
- InnovFest - An anchor innovation event for staff to experience, learn, understand and apply Innovation.
- Turning Ideas into Innovations, Maritime Technology e-Newsletter and SRS e-bulletin - Communication channels to share innovation ideas and projects.

MPA regularly undertakes knowledge gathering in three forms which includes study visits/learning journey continuous improvements, comparative analysis and benchmarking studies involving its counterparts and best-in-class organisations. MPA uses the STEER process as a guiding principle to identify benchmark projects to learn effectively from other organisations.

S	Scan the environment for opportunities and ideas
T	Translate the ideas into plans
E	Evaluate and select the best plan that meets the organisation goals
E	Execute the new plan
R	Review and monitor for continuous improvement

MPA has also collaborated with its stakeholders on many innovative projects from concept to implementation to co-create products and services. Some examples are:

- Study on International Benchmarking of Container Port Competitiveness
- Port Sustainability Benchmarking Study - Air Emission Study
- Port Sustainability Benchmarking Study - Energy Efficiency
- Benchmarking Port Services Benchmarking Study (Bunkering, Pilotage and Garbage)

Siang Hock Kia, National Library Board (in the centre on the right), Manin Kaur, Maritime and Port Authority of Singapore (in the centre on the left) with the judges

The criteria for the Organisation-Wide Innovation Award consists of:

1- LEADERSHIP (Describe how your senior leaders foster and support an organisation-wide innovation culture).
2- STRATEGIC PLANNING (Describe how your strategy (vision, mission, values and objectives) supports an organisation-wide innovation culture).
3- PEOPLE AND CULTURE (Describe how your people are encouraged to be innovative and how your culture encourages risk-taking and collaborative innovation efforts).
4- TRAINING AND DEVELOPMENT (Describe the training and development activities that support innovation within your organisation).
5- PROCESSES, TOOLS and TECHNIQUES (Describe the processes, systems, tools and techniques that are used to encourage idea generation, problem solving and the capture of best practices).
6- IDEAS AND BEST PRACTICE MANAGEMENT (Describe how ideas and “better practices” are managed from concept to implementation).
7- FACILITIES AND RESOURCES (Describe how the physical working environment and use of resources supports organisation-wide innovation).
8- STAKEHOLDER RELATIONSHIPS (Describe how the relationships with your stakeholders (customers, suppliers and partners) support organisation-wide innovation).
9- METRICS (Describe the metrics used to measure innovation within your organisation).
10- RESULTS (Describe the key results achieved in the last two years which demonstrate your success in achieving organisation-wide innovation (across processes/products and services).

We would like to extend our deepest appreciation to our International Best Practice Competition and Organisation-Wide Innovation Award Judges:

- Abraham Fenn, President of New Zealand Organisation for Quality
- Arndt Husar, Deputy Director of the UNDP Global Centre for Public Service Excellence
- Suresh Lulla, Founder BestPrax Club & Chairman, IMC Quality Awards Committee - IMC Ramkrishna Bajaj National Quality Award;
- Pathmani Mangalika de Silva, President of Sri Lanka Association for Quality
- Harnek Singh, President of Asia Pacific Quality Organisation
- Ahmed Abbas, Senior Consultant in Benchmarking at Business Performance Improvement Resource & Board Member Bahrain Quality Society

Launch of the 2nd Cycle of "Dubai We Learn" Government Projects, April 2017

The Dubai Government Excellence Programme (DGEP), part of the General Secretariat of the Executive Council of Dubai, launched "Dubai We Learn" in October 2015. This initiative is in cooperation with the Centre of Organisational Excellence Research (COER), New Zealand. The initiative aims to empower a culture of institutional learning and the transfer and exchange of knowledge within the government sector. Due to the success of the 1st year of this initiative a 2nd cycle of benchmarking projects was started in April 2017. The 2nd cycle consists of the mentoring of 11 benchmarking projects, training in organisational learning and benchmarking, and the provision of a best practice resource, www.BPIR.com, for all 37 government entities.

The selected projects are shown below:

Government entity	Project title	Project aim
Dubai Civil Aviation Authority	Happy Skies	To identify and implement best practices that will increase awareness and greater use of DCAA's Remotely Piloted Aircraft Systems (RPAS) services.
Dubai Corporation for Ambulance Services	Treat the patient not the Clock	To develop and implement a world class performance management system for ambulance services
Dubai Customs	Dubai Accredited Clients	To identify with pilot entities from the Dubai Government best practices in the Client Accreditation process, set standards and benefits for the program with a view to begin implementing the Dubai Accredited Clients Program across the pilot entities from February 2018
Dubai Electricity and Water Authority	AFKARI Ideas Management System	To identify and implement best practices in idea generation to improve employee engagement rate with the AKFARI Idea Management System from 20% in 2017 to a minimum of 40% by April 2018.
Dubai Health Authority	Prevention better than Cure	To identify and implement best practices in the prevention of Diabetes Mellitus among the most vulnerable segment of society who are obese/overweight, physically inactive and having unhealthy food.
Dubai Human Resources Department	Launching a Dubai Government HR Think Tank	Launching Dubai Government HR Think Tank for future shaping, research driven decision making and pioneering HR's role for Dubai government.
Dubai Municipality	Innovation Hub	Identify and implement best practices in managing, sharing, and utilizing knowledge across the organization through an effective Innovation Hub that is able to create a robust base for innovation and increase the utilization rate of knowledge sources.
Dubai Police	Call Of Duty: Police Edition	To find and implement best practices in vehicles fleet maintenance to improve vehicle availability from 90% to 95%

Dubai Public Prosecution	A Smarter Public Prosecution Services	Our Aim is to increase the number of the applications submitted electronically to more than 70% and to improve the electronic services provided to the applicant by March 2018
General Directorate of Residency & Foreigners Affairs Dubai	Positive Energy	To identify and implement best practices in enriching a "Positive Energy Culture" at General Directorate of Residency & Foreigners Affairs-Dubai
Knowledge and Human Development Authority	Holacracy Safari	To identify and implement best practices in transforming the way we work into a self-managed system that engages, empowers, and enlightens employees leading to elevated levels of employee happiness, innovation and productivity.

Projects were selected based on their potential benefits to Dubai as a whole (and the government entity) and the commitment of each government entity to complete the project. Meetings were held with each government entity to discuss their proposed projects and set expectations for the year. The photographs below show the teams of Dubai Government Human Resources Department, Dubai Police and Dubai Electricity and Water Authority meeting Dr Robin Mann and Ahmed Abbas of COER.

Three of the benchmarking teams with Dr Robin Mann and Ahmed Abbas from COER

The start of the 2nd cycle began with 3-days of intensive training on the TRADE Benchmarking Methodology for each team. At the training the projects were further refined and the teams learnt how to manage their projects and utilise benchmarking to find and implement best practices.

Dr. Ahmad Al Nuseirat, General Coordinator of DGEP, welcoming the teams to the training program.

1st Progress Sharing Day of "Dubai We Learn", June 2017

On 11 June 2017, the 11 project teams participating in "Dubai We Learn" came together to give a 10 minute presentation on the progress of their benchmarking projects.

The 11 "Dubai We Learn" project teams

To maximise the engagement and learning of the participants the audience were invited to vote on which two teams they believed had made the most progress with their projects. A panel of judges selected another two teams so that four teams were recognised in total for their good progress. From these four teams an overall winner was selected by the judges.

Dr Zeyad El Kahlout, Senior Quality and Excellence Advisor, DGEP, coordinating the voting activity

The Panel of judges, from left Ahmed Abbas, Dr. Robin Mann, Prof. Dotun Adebanjo

The team judged to have made most progress were the General Directorate of Residency and Foreigners Affairs Dubai (GDRFA) with its project "To identify and implement best practices in enriching a positive energy culture". The other three government entities recognised for their progress were:

- Dubai Health Authority for their project to identify and implement best practices in the prevention of diabetes.
- Dubai Corporation for Ambulance Services for their project to develop and implement a world class performance management system for ambulance services.
- Dubai Municipality for their project to identify and implement best practices in managing, sharing, and utilizing knowledge across the organization.

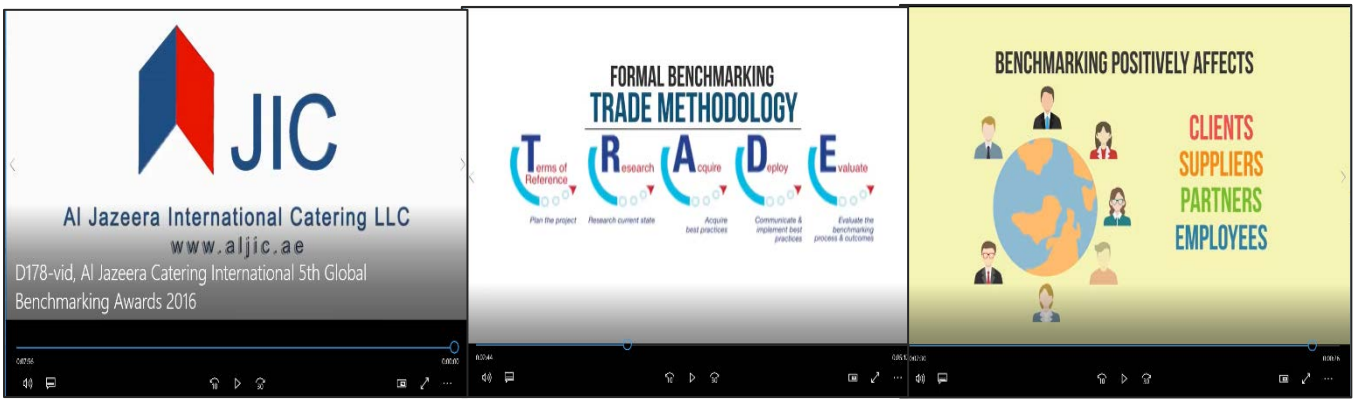
The four teams that were recognised with Dr. Ahmed Nuseirat, General Coordinator of DGEP and Dr Robin Mann, COER

The General Directorate of Residency and Foreigners Affairs Dubai (GDRFA) aims to understand what is meant by a positive energy culture (for instance, is it the same as positive thinking?) and how such a culture can support innovation and employee happiness. GDRFA will be studying the concept of positive energy on a personal and organisational level and ultimately piloting tools and approaches.

In the next few months the teams will be looking for benchmarking partners to learn from. **Are you implementing a best practice in any areas related to the 11 projects or do you have expertise in these areas? If so, we would like to hear from you.** Email ahmed@bpir.com for more details.

Benchmarking Certification (7-Star Recognition System)

The TRADE Best Practice Benchmarking Methodology, developed by COER, has been used by 1,000's of organisations. Over the years it has continuously been refined enabling organisations to effectively identify and implement best practices. In most years, previous finalists or winners of the most prestigious award in benchmarking, the Global Benchmarking Network's Global Benchmarking Award, have used TRADE Benchmarking as their preferred methodology. For instance, last year's winner, Al Jazeera International Catering (JIC) were users of the methodology. View a video here which shows how JIC applied benchmarking and the benefits obtained.



Video Clips from Al Jazeera International Catering's winning presentation at the Global Benchmarking Awards, 2016

A recent development with TRADE has been the introduction of a 7 star recognition system. This system is described below:

- To achieve TRADE Trained Certification the person needs to attend a COER authorized training course.
- To achieve TRADE Proficiency Certification the person needs to complete a benchmarking project and have it assessed by COER as 3 stars or above.
- To achieve TRADE Mastery Certification the person needs to complete two benchmarking projects and have both assessed as 3 stars or above, and one of these assessed as 5 stars as above.

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

For more information, and to apply, click here.

TRADE Benchmarking Training for Best Practices and Innovation

COER delivers In-house Benchmarking Training all over the world. A full set of tools and template forms including a benchmarking project management methodology using excel is provided. Benchmarking involves learning from best practices whilst unleashing the creativity of your staff. This approach means that best practices are tailored to your own organisation's needs and are often superior to the practices that were learnt. For more information contact, trade@coer.org.nz

TRADE certificate recipients with Dr Robin Mann and Suresh Lulla, BestPrax Club at TRADE Training in India, April 2017.

The next public workshop will be held in Dubai for Dubai government entities, Sept 10-12 2017. Email: maha.ahmad@tec.gov.ae for details.

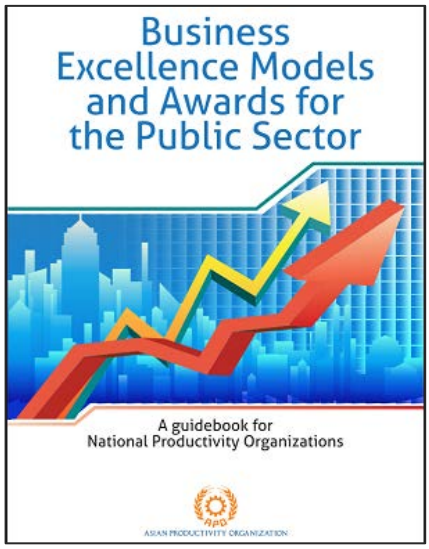
COER assists the APO with its Business Excellence Initiatives

On 28 February 2017, the Asian Productivity Organization (APO) commenced a four-day training course on Business Excellence for SMEs in Singapore. Dr Robin Mann and Sachin Deo, Deputy Director of the National Training and Productivity Centre of Fiji served as the experts. Support and presentations were given by SPRING Singapore, in particular Patrick Lim, Director, Business & Service Excellence and Bina Damodarin, Principal Assessor.

The course aimed to strengthen national business excellence strategies for SMEs and promote business excellence concepts and assessment tools. Encouraging SMEs to adopt business excellence is a key focus for almost all APO members since the sector is vital for national economic development. Using the business excellence framework, organizations can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement and growth, thereby becoming more productive.

Nineteen participants from 11 member economies attended.

In 2009, SPRING Singapore was designated by the APO as its Center of Excellence on Business Excellence and tasked to assist other APO member countries. The Center has conducted a series of activities including research, sharing of best practices, building the competencies of business excellence experts, and transferring knowledge to other members.



Dr Robin Mann has been involved in a number of these activities including providing long-term assistance to the Philippines in its Government Excellence Class Program, research into business excellence across APO countries, and authoring a number of APO publications. His most recent APO publication on business excellence was titled “Business Excellence Models and Awards for the Public Sector”.

This guidebook begins with an exploration of the importance of business excellence awards and models through a series of questions and answers. This is followed by a summary of the views of national productivity organisations (NPOs) on business excellence. Thereafter, information is presented on how to promote business excellence, assist organizations in using a business excellence approach, and recognize organizations through an awards process. The last section provides examples of how NPO member economies are implementing business excellence in the public sector. The full guidebook can be downloaded here.

PhD Research to start on the use of Business Excellence Worldwide

COER welcomes Saad Ghafoor, our newest PhD student from Pakistan!

Saad is a 24-year old research postgraduate in Management from the Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan, from where he was born and raised. He has a Bachelor's of Honours Degree in Management from the same institute. He will be pursuing his doctorate in Business Excellence under the supervision of Dr Robin Mann, Professor Nigel Grigg and Sanjay Mathrani. Saad wishes to make a profession as an academic or in the consultancy sector where he would be able to deploy his skills and offer his services in either the corporate or public sector.

Saad's PhD will be on "**Excellence without Borders; Exploring the Administration of Business Excellence Frameworks on a Global Level**". His abstract is as follows:

Business excellence is referred to as the outstanding practices that ought to be used in managing organizations. These practices are based on the fundamental concepts and values related with obtaining results. These practices take form of workable models that may be followed by organizations to align their operations with. Business excellence custodians are the entities that are responsible for the administration of these models in a designated region. There are several challenges associated with adequately designing and implementing excellence models by custodians and other related entities. The evaluation of the effectiveness of business excellence models also remains an issue among stakeholders. While custodians of business excellence models in particular regions or countries are primary respondents in this project, other respondents in this project are the assessors of business excellence models, the users of these models, the consultants that facilitate their design, implementation and evaluation, the sponsors of these models and lastly the researchers who make foundation for these models. The project at hand is aimed to identify the business excellence methods used the world over in formulation of these frameworks, how they are promoted, supported and evaluated in various regions. The project aims to cover around 50 countries interviewing their respective respondents as mentioned before. This project spans over a very large population hence promises to provide value enriched findings that may enable governments and business excellence authorities on national levels to design, promote, implement and evaluate business excellence models in their regions of jurisdiction. The objectives of this project are very diverse and each one of them may be expanded as a full scale sizable study, making this a major project for business excellence research. The project promises to make a very rich academic contribution and an immense practical contribution towards how countries can encourage use of business excellence frameworks amongst their organizations.

We wish Saad the best of luck!

Selection of Recent Academic Publications on Business Excellence

Listed below is a recent selection of published academic journal papers from COER's researchers. If you would like a copy of any of these email r.s.mann@masssey.ac.nz.

1. Jürgen P. Wagner, Nigel Grigg, Robin Mann, Musli Mohammad, (2017) High task interdependence: job rotation and other approaches for overcoming ingroup favoritism, Journal of Manufacturing Technology Management, Vol. 28 Issue: 4, pp.485-505.
2. Matthew Tickle, Robin Mann, & Dotun Adebanjo (2016). Deploying Business Excellence – Success Factors for High Performance, International Journal of Quality and Reliability Management, Vol. 33 Iss: 2, pp.197 - 230.

3. D. Adebanjo, M. Tickle, R. Mann, (2015). Strategies For Successful Business Excellence Adoption, International Journal of Management and Applied Science (IJMAS), pp. 107-111, Volume-1, Issue-11.
4. Dotun Adebanjo, Matthew Tickle, Tritos Laosirihongthong & Robin Mann (2015) A study of the use of business improvement initiatives: the association with company size and level of national development, Production Planning & Control: The Management of Operations, Vol 26, No 7, 507-524.
5. Matthew Tickle, Dotun Adebanjo, Robin Mann & Francis Ojadi (2015) Business improvement tools and techniques: a comparison across sectors and industries, International Journal of Production Research, Vol 53, No 2, 354-370.

PhD Research Opportunities

If you would like to pursue a PhD in Benchmarking, Business Excellence, Best Practices or Innovation at COER, Massey University, click here. From following this link you will find useful information on PhD topics and how to apply.

Massey University is New Zealand's largest university. PhD's are typically four years in length. There are opportunities to study in NZ or in your home country.

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- It started out about an award, it ended up about operational improvement ... read more

Our next Best Practice Report to be published in August is on **Best Practices in Knowledge Management**. Following this, reports are being finalised on Innovation, Smart Services, Design Thinking, Procurement and Employee Recognition.

You are encouraged to join the BPIR.com to access these and our previous 80+ Best Practice Reports.

ASQ's Quality Management Forum Publication on Organisational Excellence

The Quality Management FORUM

Summer 2017

A Peer-Reviewed Publication of the Quality Management Division of the American Society for Quality

A Special Edition on Organizational Excellence

Inside This Issue

Contents

The American Society of Quality (ASQ) has released a special edition of its Quality Management Forum on Organisational Excellence.

- The first article is an overview of global excellence models provided by Dr. Robin Mann of New Zealand.
- Paul Harding of South Africa provides an argument for self-assessments in a diverse emerging economy.
- Ravi Fernando from Australia explains, in the "Value of Excellence Awards," how recognition helps forge a common set of criteria.
- And finally, a "tongue-in-cheek" perspective from Prashant Hoskote, India, is provided on how and why organizations FAIL with excellence frameworks.

Dr Robin Mann is a member of ASQ's Organisational Excellence Technical Committee. This group has a very active Linked-in community of over 1000 members discussing organisational excellence.

Click here to become a member of the Organisational Excellence community

COER's Partner Activities/Articles of Interest

(Provided by COER's friends and partners)

1st ASQ Canada Conference – 25th & 26th September 2017

The Global Voice of Quality

The first ASQ (American Society for Quality) Canada Conference will take place on September 25 & 26, 2017 in Ottawa at the Canada War Museum.

Some of the world's leading experts and nations best professionals will share how organizations can use best management practices to create a culture committed to excellence and work collaboratively with others to create a high performing Canada.

Read more here. To register, visit http://conference2017.asqottawa.ca/

This article has been provided by Dawn Ringrose, organizational excellence specialists, OETC and GBN, Canada

Australian Organisational Excellence Awards – 20th Oct 2017

Save the date! The Australian Organisational Excellence Awards will be held on 20th October 2017 at the WA Governor's Establishment Ballroom in Perth.

We are honoured to confirm that Her Excellency the Honourable Kerry Sanderson AC Governor of Western Australia will give the welcoming address.

The Awards dinner celebrates the achievements and successes of many of Australia's organisations that are pursuing and achieving high levels of productivity and are recognised as leaders in their fields. The Awards are managed by the Australian Organisational Excellence Foundation, a not-for-profit organisation, and evaluated using the internationally recognised Australian Business Excellence Framework (ABEF). Registrations will open soon. In the interim, please save the date in your diaries and indicate your interest by emailing enquiry@aoef.org.au or visit our LinkedIn or Facebook pages.

This article has been provided by Ravi Fernando, Australian Organisational Excellence Foundation

Support the United Nations Industrial Development Organization (UNIDO) using Benchmarking

WINNING MOVES®

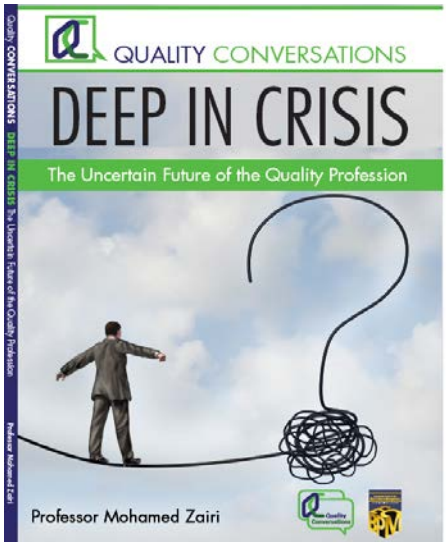
UNIDO's Sub-contracting and Partnership Exchange (SPX) Programme is a well-established initiative designed to tackle poverty.

It does this by working to increase the competitiveness of local suppliers. Benchmarking has become central to SPX which has been operating for over 25 years and is currently established in more than 30 countries across 4 continents.

Read more **here**

This article has been provided by Mark Modena, Winning Moves

Book Review: Deep in Crisis, The Uncertain Future of the Quality Profession



Professor Mohamed Zairi

Professor Zairi was the Juran Chair in TQM from July 2004 until July 2014 and previously the Sabic Chair in Best Practice Management. He is currently The Executive Chairman of the European Centre for Best Practice Management, is the founder of the Middle East Quality Association and is co-founder of the Hamdan Bin Mohammed e-University in Dubai. He is Emeritus Professor at the University of Bradford (UK) and Emeritus Academician at the International Academy of Quality.

Professor Zairi has been involved in guiding, mentoring and advising on the implementation of excellence in both the government and private sector context. He has also acted in the capacity of jury chairman of various prestigious international awards around the world. He was Chairman of Jury for Dubai Government Excellence Program, Abu Dhabi Award for Government Excellence Performance and is currently Chairman of Jury for Sheikh Khaleefa Government Excellence Program.

Professor Mohamed Zairi has been a thought leader in the quality profession for over 30 years. His strength has been to have a broad-based view of quality (centred on TQM and business excellence) and a deep understanding of current business trends and challenges from which he can prescribe relevant and often innovative quality-based solutions.

As Professor Zairi has motivated so many of us to be part of the quality profession it is a little alarming to read the title of his book "Deep in Crisis – The Uncertain Future of the Quality Profession". Whilst Prof Zairi recognises that the quality profession has been slow to respond to a fast-changing business world he provides many insights, opportunities and solutions to how the quality profession can provide a leading role in addressing today's and tomorrow's challenges. With chapters as diverse and relevant as "The Quality of Business Model Innovation", "The Quality of Happiness", "The Quality of Agility", "Managing Disruption Through the Power of Engagement" and "Out of the Deep Crisis – The New Quality DNA" this book may yet get "quality" back into the business mainstream.

To order contact: Ranjana Mishra, r.mishra@excellencetetralogy.com www.excellencetetralogy.com

Thank you for taking the time to read our newsletter. Do give us feedback on how we may serve you better.

Best Regards,

Dr Alan Samuel
Editor, COER
https://www.linkedin.com/in/alansamuelnewzealandsingapore

Dr Robin Mann
Director, COER
https://www.linkedin.com/in/drrobinmann

Keep up to date with all events and developments in the best practice and business excellence and subscribe to our monthly BPIR Best Practices Newsletter – sign up here.

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