Does your organisation have best practices in one of the following 13 areas?

The Dubai Government Excellence Programme's (DGEP) "Dubai We Learn" initiative consists of a range of organisational learning and benchmarking activities. The initiative aims to empower a culture of institutional learning and the transfer and exchange of knowledge within the government sector.

One key part of the initiative is the undertaking of 13 benchmarking projects that are facilitated by the Centre of Organisational Excellence Research (COER), New Zealand. All 13 projects are using the TRADE Best Practice Benchmarking methodology with an expectation that most projects will be completed within a year (the projects began in October 2015). Currently most projects are starting the "Acquire best practices" stage of TRADE and searching for benchmarking partners and learning best practices.

It is for this purpose we are inviting organisations with "good" to "best practices" in the following areas to contact us to explore if there is an opportunity for mutual learning. The respective government entity will be happy to share with you its own practices and the project work it has conducted so far. We would also be pleased to share with you best practices from other Dubai We Learn participants to thank you for your assistance.

If you can help in our search for best practices, please send an email to Dr Robin Mann, Director – Centre for Organisational Excellence Research, r.s.mann@massey.ac.nz.

For more information on "Dubai We Learn" read here.

Government Entity	Project title	Aim of the project	Searching for best practices in these areas (Please contact us if you have good to best practices in one of the areas listed below)
Dubai Corporation for Ambulance Services	Development of Emirati Paramedic's Leaders	To identify and implement best practices in Paramedic training and practices to reduce patient mortality/morbidity rates, increase recovery rates, and reduce the reliance on hospital intervention by 2020.	- Exceptional performance in training course design, delivery, and assessment for high stress job roles in any industry - World-class training and practice for Advanced Paramedics - Successful programme for attracting Emirates to work for your organisation.
Dubai Courts	Personal Status Smart Certifications Services	To transform Personal Status Certification issuing services (such as civil transactions like marriage and divorce) from traditional counter services to smart services (providing an integrated technology based solution) whilst achieving superior levels of customer satisfaction.	- Transferring traditional services to smart applications (resulting in dramatically reduced customer service time and increased customer satisfaction) - Fast efficient approach for issuing certificates or agreements (requiring the sign off of numerous stakeholders). - Approaches to dramatically reduce service counter visits
Dubai Culture	Developing National Human Resources for Museums	To provide the growing sector of museums in Dubai, with professional human resources in the different fields of museology and to improve the current performance of National human resources to world class standards.	- World-class training in terms of curriculum design, delivery, and assessment (particularly for staff that need to provide customers with information in an informative/interesting way) - Training staff to deliver highly informative services to an audience of wide cultural diversity and ensuring that this cultural diversity is respected and celebrated. - World-class on the job training as well as off-the job training and technology based training for customer service staff - World-class human resources systems for museums/ exhibitions/ cultural activities - Successful recruitment approaches to attract people to work in the museum/exhibition/cultural sector

Dubai Electricity & Water Authority	Shams Dubai Initiative - Increasing customer awareness and engagement	To increase customer awareness and engagement with Shams Dubai initiative, improve marketing efforts, build effective conversations, create brand advocates and increase Dubai based customer uptake of solar projects	- Successful marketing strategies (particularly those with a strong social/environmental focus) that have quickly resulted in changes of public understanding and behaviour. - Successful marketing strategies that have quickly resulted in customers switching from an old to a new product. - Initiatives that have resulted in a high take-up of solar panels - Examples of well- designed and effective websites, smart services, exhibitions, radio/television campaigns and social media campaigns that have supported the marketing strategies.
Dubai Land Department	Towards Happy employees	To identify and implement best practices that result in world-class employee happiness levels with a particular emphasis in reducing employee turnover and increasing employee engagement.	- High levels of employee happiness (and distinguishing employee happiness from satisfaction) - Examples of how organisations measure and improve employee happiness/What are the components of employee happiness? - Strategies/initiatives that have resulted in a low employee turnover of 3% or less and high employee loyalty - Strategies/initiatives that have resulted in employee absence levels and sick leave of 3% or less of working days per year. - Strategies/initiatives that have resulted in high levels of employee engagement
Dubai Municipality	Improving Purchase Procedures and Channels	To identify and implement best practices in purchasing to increase purchase requisitions processed within a target of 20 days from 74% to 85% with an emphasis on increasing "bids awarded in time".	- World-class purchasing channels/processes that process 1,000's of purchasing requests (from receipt to order) within an average of 15 days or less from any industry - Experience of dramatically reducing the levels of bureaucracy (and no-value add processes) and minimising the number of steps in a process - Fast/fair/effective processes for requesting information from suppliers and evaluating supplier bids/ proposals/ specifications. - Successful e-supply/e-purchase systems that have dramatically increased the speed of the purchasing process

Dubai Police Head Quarter	Smart Police Officer	To speed up the communication between the management and the police officers in the field and provide them with all the necessary data to carry out their tasks, safely and quickly.	- Accurate and appropriate information delivered to front-line/field workers - Information delivered quickly to front-line/field workers - Information delivered in an easy to understand and use format to front-line/field workers - Communication methods that can involve multiple users and have information updated quickly from these sources (smartphones, other technology)
Dubai Statistics Center (DSC)	Innovative Statistics	To identify best practices in Innovation to enable DSC to develop and implement a strategy for innovation to improve its process and services.	- Successful Innovation strategy resulting in an innovative culture: people, processes and technology - Examples of how organisations measure innovation (particularly at an organisational wide-level, for instance, is an Innovation Maturity Assessment Tool used?). Examples of measures for levels of innovation in leadership, strategic planning, people, culture, processes, tools and techniques, training, facilities, idea capture and idea management would be useful) - World-class innovation labs (tools and techniques for managing brainstorming sessions and its outcomes). - Suggestion /ideas submission schemes that have high participation and implementation rates - Delivering statistical information in a user friendly/ interesting way resulting in an increased use of statistical data.
General Directorate of Residency & Foreigners Affairs Dubai	Developing a World-Class Customer Service Design Process	To develop and pilot a world-class customer service design process that is rapid, inclusive of all stakeholder needs, and delivers customer delight. *(The customer service design process is required for services such as issuing/renewing Visas, Passports, Residencies; monitoring and reaching departing travellers)*	- High level of stakeholder (particularly customer) involvement in the design process of services that have 1,000's of transactions per day. - Clear and effective design/re-design process that has achieved high levels of customer satisfaction for multiple services - Useful measures for assessing the effectiveness of the design process - Successful applications of design techniques such as "Design Thinking" and "Quality Function Deployment"

Knowledge & Human Development Authority	People Happiness	To identify and implement best practices related to people happiness to increase their happiness, work-life balance and well-being. *(KHDA are currently in the top 15% of organisations for employee happiness based on an independent international measure)*	- High levels of employee happiness - Examples of how organisations measure and improve employee happiness/What are the components of employee happiness? - Examples of employee recognition schemes that support an engaged and happy work-force - Successful strategies/initiatives to have a healthy, open and fun work-place - Successful strategies/initiatives to measure and improve the level of engagement and cooperation between employees - Successful strategies/initiatives to measure and improve the level of work-life balance - Successful strategies/initiatives to measure and reduce the stress-level of employees
Mohamed Bin Rashid Enterprise for Housing	Improving Customer Experience	To reduce the number of service counter visits by customers at MRHE by providing attractive alternative methods to serve customers (such as through Smart Applications, Smart Channels) and reducing the need for repeat visits.	- Successful and rapid transition from the user of service counters to alternative means whilst maintaining or increasing customer satisfaction levels (therefore addressing issues such as less face to face contact and providing confidence of confidentiality of information and information security) - Successful ways to offer government services through non-traditional methods (such as smart applications, kiosk system and call centres) - Successful marketing strategies that have quickly resulted in a high uptake of e-services - Successful programmes for educating and training elderly people to use technology
Public Prosecution	Judicial Knowledge Management	To identify and implement best practices in the transfer of Judicial Knowledge to all prosecutors, relevant staff and stakeholders.	- Effective knowledge management systems that share complex technical information to other technical staff leading to consistent decisions. - Knowledge sharing approaches such as in-house conferences/ workshops/ seminars /discussion groups which achieve high attendance rates and high rates of knowledge sharing.
Road and Transport Authority	RTA's Knowledge Repository Gateway	To identify and implement best practices in Knowledge Management and how to encourage knowledge sharing among related	- World-class knowledge sharing organisations that have a culture of organisational-wide learning.

| | | stakeholders; employees, partners in addition to vendors and suppliers that will enhance /enrich the organization memory and learning process. | - World-class knowledge repositories/databases that list, capture and share the knowledge of experts/senior personnel with all employees across multi-sites/locations. (With up-to-date and accurate information that is used frequently by employees)
- Approaches to motivate staff to share their knowledge
- Examples of how organisations measure the effectiveness of their knowledge management system | |