

## THE CENTRE FOR ORGANISATIONAL EXCELLENCE RESEARCH (COER)

The Centre for Organisational Excellence Research (COER) is involved in a number of projects:  
Dubai We Learn - Knowledge Sharing and Innovation Initiative:

Dr Robin Mann is working with the Dubai Government Excellence Programme to deliver the “Dubai We Learn - Knowledge Sharing and Innovation Initiative” for government entities in Dubai. The initiative consists of a range of knowledge sharing and organisational learning activities (such as workshops, conferences, awards and project facilitation) designed to fast-track organisational improvement and stimulate innovation. COER’s TRADE Best Practice Benchmarking Methodology and BPIR.com are the key tools used to drive these changes. One of Robin’s PhD students, Ahmed Abbas, will be conducting research to monitor the initiative and show the results achieved. The Initiative started on 6 September 2015 attended by over 300 government officials.

The United Arab Emirates has aggressively pursued “business excellence” for over 20 years with great success. The Dubai Government Excellence Programme has led the way resulting in dramatic improvements in areas such as customer satisfaction and employee well-being across the government sector. This has contributed to the UAE becoming one of the fastest improving countries in the world as shown by indicators such as Ease of Doing Business, Global Competitiveness, Innovation Linkages, Information Technology Readiness and Corruption Perception. Indeed, since 2013 the UAE has been ranked No.1 in the world for government efficiency by the IMD World Competitiveness Centre.

Government Excellence Class Launch within the Philippines:

Dr Robin Mann with the Development Academy of the Philippines (DAP) has designed a Government Excellence Class (GEC) programme that will ultimately enable public sector organisations to reach world-class status as assessed against the Baldrige Criteria for Performance Excellence – the model used for the Philippines Quality Award (and in New Zealand).

The GEC programme will provide the building blocks to help the public sector start and maintain its journey towards excellence. A core element of the programme is the provision of a GEC Self-assessment Tool (designed by COER) that will assist public sector organisations to assess their systems and performance, and develop appropriate actions. There are over 10,000 public sector organisations in the Philippines and it is the intention to have the majority of these participate in the GEC programme. Organisations that achieve a specified level of excellence and have clear improvement plans will be awarded GEC status. From a Massey University perspective the data obtained from the government departments will enable a number of research papers to be published following on from previous research published by Robin Mann, Nigel Grigg and Nihal Jayamaha.

The programme was launched on 18 September 2015 with Robin explaining the programme to over 150 government officials.

On 26/27 November, President Aquino is expected to attend the Conference on Public Sector Productivity and confer his support to the programme and provide recognition to those government departments taking part. Alongside the conference there will be the 4th International Best Practice Conference, [www.bestpracticecompetition.com](http://www.bestpracticecompetition.com), which is being organised by COER which will have over 30 best practices shared by organisations from around the world. It is the first time it will have been held in the Philippines after being held in NZ, Singapore and the UAE.

Other recent COER work includes:

- Writing a “Business Excellence Models and Awards for the Public Sector” guidebook and undertaking research on the “Strategies and services of 16 National Productivity Organisations (NPOs) within Asia” on behalf of the Asian Productivity Organisation.
- Conducting a workshop on Business Excellence for SMEs in Singapore, 12-15 October, 2015 for APO member countries and 8 benchmarking workshops in September/October in Dubai, Philippines and Singapore with over 200 people trained in COER’s propriety TRADE benchmarking methodology.
- Planning the GBN’s Global Benchmarking Network conference in Dubai, 6/7 December, 2015.
- Undertaking an Excellence Without Borders project on the “design, deployment and impact of National/Regional/Sectoral Business Excellence (BE) programs”. This is a PhD project being undertaken by Nicky Campbell-Allen.
- Undertaking research on Informal Benchmarking. What is it and how can it be done effectively? For more information click [here](#). This is a PhD project being undertaken by Alan Samuel.
- Undertaking research on the use of Benchmarking in Schools and School Systems. We are interested in hearing from schools and school systems that actively learn from other schools and school systems. The first part of this research has been completed with over 20 countries taking part. This is a PhD project being undertaken by Rubab Malik.



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