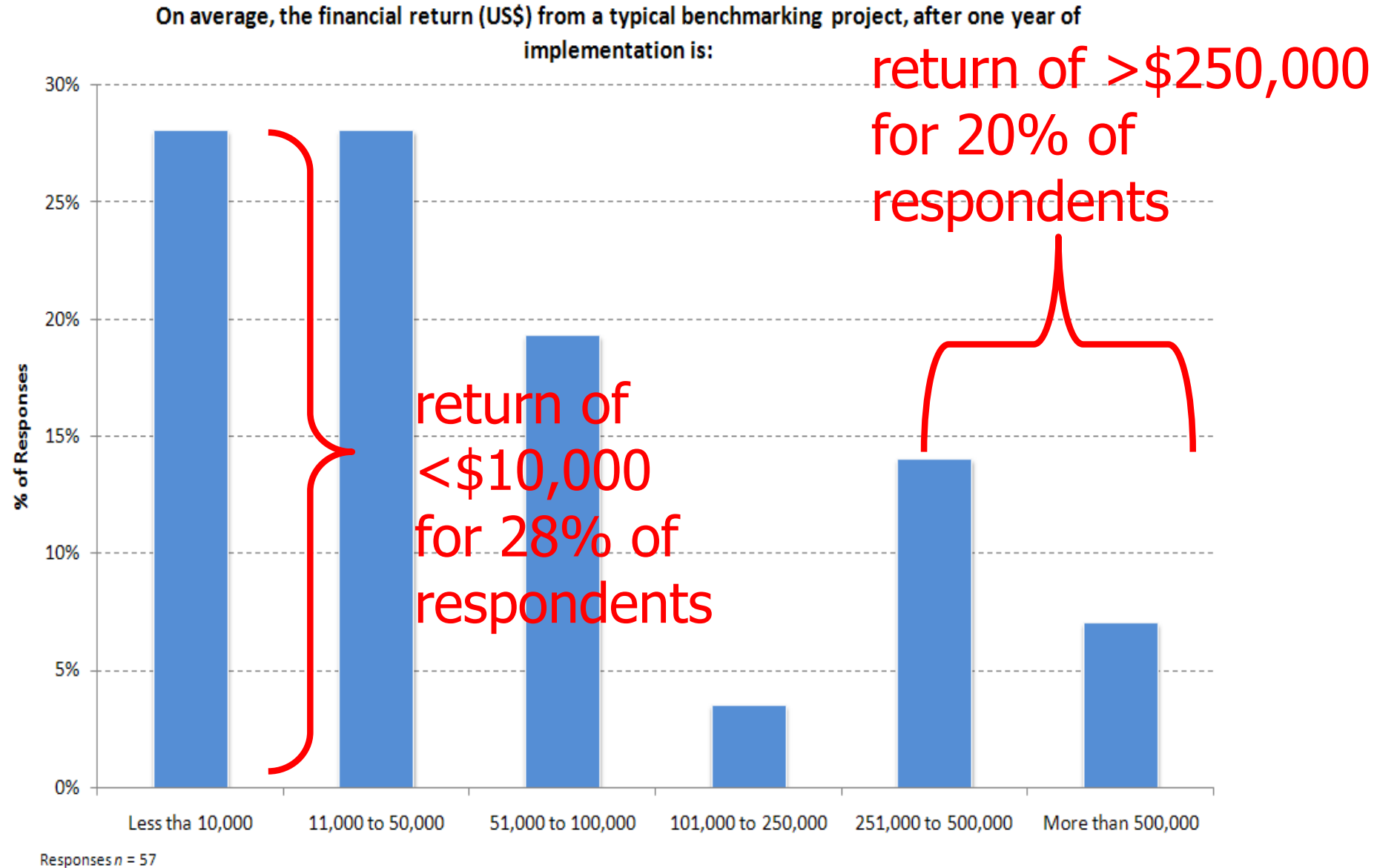


TRADE Best Practice Benchmarking & Dubai Government Excellence Program's Dubai We Learn

- Benchmarking in the government sector -



The need for a structured benchmarking methodology



TRADE Best Practice Benchmarking Methodology



1. Determine area of focus for benchmarking project
2. Develop project brief
3. Form project team
4. Train project team
5. Understand benchmarking code of conduct
6. Prepare Terms of Reference (TOR)
7. Develop documentation system
8. Review project progress and TOR
9. Obtain approval to start the next stage of TRADE



1. Communicate findings
2. Develop action plan
3. Obtain approval for action plan
4. Implement actions
5. Review project progress and TOR
6. Obtain approval to start the next stage of TRADE



1. Understand area of focus to be benchmarked
2. Define performance measures
3. Identify current performance
4. Prioritise and finalise the practices to be benchmarked
5. Review project progress and TOR
6. Obtain approval to start the next stage of TRADE



1. Perform cost /benefit analysis
2. Review TRADE project
3. Share experiences and project outcomes
4. Close project



1. Establish criteria for selecting benchmarking partners
2. Select potential benchmarking partners
3. Invite and acquire benchmarking partners
4. Prepare for data collection
5. Collect and store data
6. Analyse data
7. Formulate recommendations
8. Review project progress and TOR
9. Obtain approval to start the next stage of TRADE

Dubai We Learn consists of 3 services designed for knowledge sharing and innovation

DUBAI WE LEARN

EXCELLENCE MAKERS PROGRAM
(Available for 10 government projects)

TRADE BEST PRACTICE TRAINING
(Available to all government entities)

BEST PRACTICE RESOURCE
(Available to all government entities)

Dubai We Learn

– EXCELLENCE MAKERS PROGRAM

Dubai We Learn – EXCELLENCE MAKERS aims to dramatically improve performance of Dubai's government through the identification and implementation of best practices.

- A one-year program running each year (DGEP can inform you of the start date)
- Available for 10 government entities for one project team per government entity
- Aims to address important challenges and/or opportunities through a benchmarking project approach.
- Supported by international experts with training and guidance provided.

Four objectives of Dubai We Learn



Promote a culture of organizational learning and the transfer and exchange of knowledge within Dubai Government.



Improve Gov. entities performance and the application of best practices to promote creativity and innovation and improve the satisfaction and happiness of all the stakeholders.



Human Resources training and capacity building, according to the latest global methods and tools in the field of organizational learning and knowledge sharing.



Enhance Dubai's image as an international hub in the area of business, excellence, creativity and organizational learning and knowledge sharing.

1st Cycle Excellence Makers

13 benchmarking projects



2nd Cycle Excellence Makers

13 benchmarking projects

هيئة دبي للطيران المدني
Dubai Civil Aviation Authority



شرطة دبي
DUBAI POLICE



جمارك دبي
DUBAI CUSTOMS



مؤسسة دبي لخدمات الإسعاف
DUBAI CORPORATION FOR AMBULANCE SERVICES



بلدية دبي
DUBAI MUNICIPALITY



النيابة العامة
PUBLIC PROSECUTION



هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority



دائرة الموارد البشرية بالحكومة دبي
DUBAI GOVERNMENT HUMAN RESOURCES DEPARTMENT

المعرفة
Knowledge

هيئة الصحة بدبي
DUBAI HEALTH AUTHORITY



الإدارة العامة للإقامة وشؤون الأجانب - دبي
General Directorate of Residency and Foreigners Affairs-Dubai



Project team members will be certified as both “Trained” and “Proficient” in benchmarking when the projects are completed



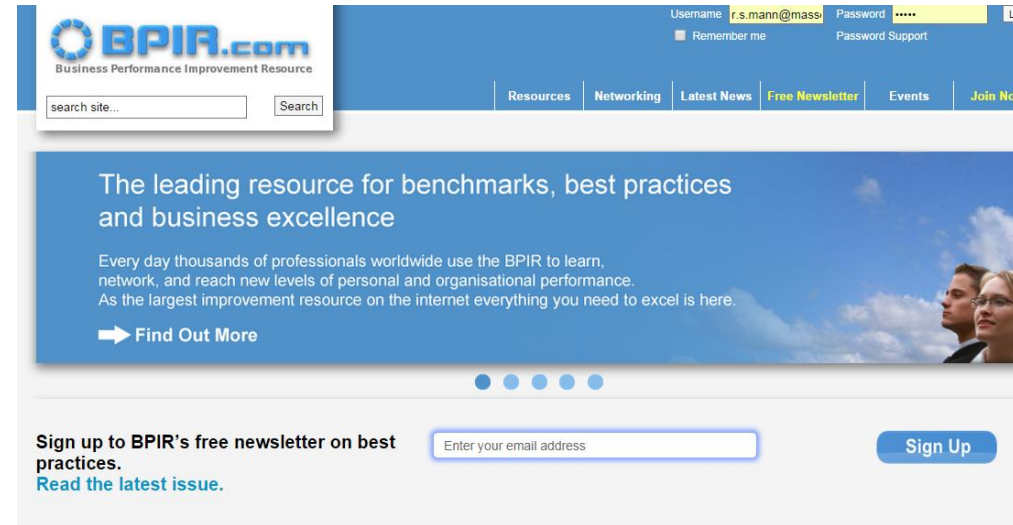
Dubai We Learn - Program

Target week(s) for activity	Activity
11-13 April 2017	Training and Project Start - Batch 1 (5 Teams)
16-18 April 2017	Training and Project Start - Batch 2 (5 Teams)
11 June 2017	1st Progress Sharing Day – Team Presentations
12 - 15 June 2017	Site visit meetings at each government entity
18 June 2017	Benchmarking Facilitators/Team Leaders Meeting
11 September 2017	Submission of TRADE Spreadsheet by all project teams
14 September 2017	Benchmarking Facilitators/Team Leaders Meeting
18 September 2017	2nd Progress Sharing Day – Team Presentations
19- 24 September 17	Site visit meetings at each government entity
9 October 2017	Research skills workshop
14 December 2017	Benchmarking Facilitators/Team Leaders Meeting
17 December 2017	3rd Progress Sharing Day – Team Presentations
18- 21 December 2017	Site visit meetings at each government entity
19 February 2018	Benchmarking Facilitators/Team Leaders Meeting
8 April 2018	Closing Sharing Day – Final Presentations and Recognition Ceremony

1st Progress Sharing Day



Assistance will be provided in finding benchmarking partners and best practices





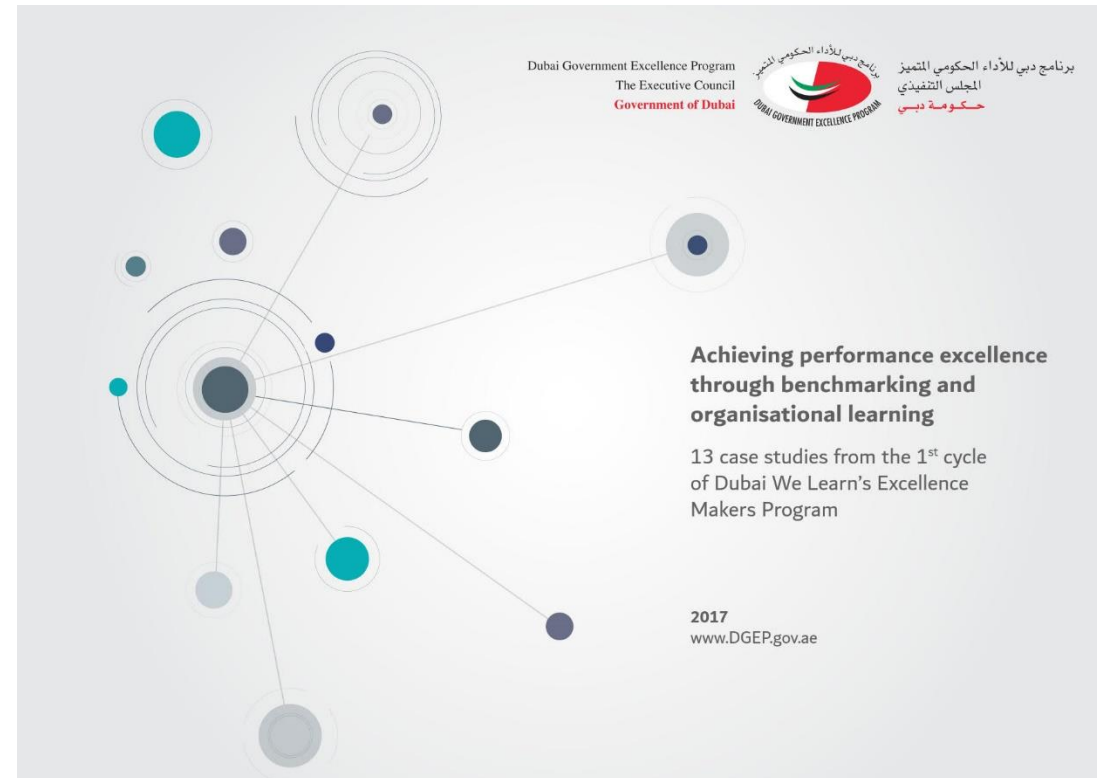
The benefits of the program have been substantial

- **Savings of 100's of Millions of AED through waste reduction, new innovations and productivity gains.**
- **Substantial stakeholder impacts benefiting Dubai citizens and residents, Dubai visitors, government employees and the environment.**
- **Capability building of the government entities with most of the government entities planning new benchmarking projects (and one writing a book on their experience as they found it so beneficial)**
- **The best practices learnt by the government entities will be shared with the rest of government through a Dubai We Learn booklet enabling the benefits to be multiplied.**
- **The program's success has been promoted worldwide thus raising the reputation of the Dubai government as leaders in public sector performance**

Dubai We Learn Book Vol 2

Coming soon, early 2019

1s Cycle book



<http://blog.bpir.com/wp-content/uploads/2018/01/Dubai-We-Learn-13-Benchmarking-Case-Studies.pdf>

1st Cycle: Four project teams gained a 7 star ranking and four teams a 5 to 6 star ranking

7 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Government Entity	Project title
Dubai Municipality	Improving Purchase Procedures and Channels
Dubai Statistics Center (DSC)	Innovative Statistics
Knowledge & Human Development Authority	People Happiness
Dubai Electricity & Water Authority	Shams Dubai Initiative - Increasing customer awareness and engagement
5 to 6 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Dubai Corporation for Ambulance Services	Development of Emirati Paramedic's Leaders
3 to 4 Stars ★★★★★ (TRADE Benchmarking Proficiency Certificate)	
Dubai Courts	Personal Status Smart Certifications Services
Dubai Culture	Developing National Human Resources for Museums
Dubai Land Department	Towards Happy employees
Dubai Police	Integrated Knowledge Management
General Directorate of Residency & Foreigners Affairs Dubai	Developing a World-Class Customer Service Design Process
Mohamed Bin Rashid Enterprise for Housing	Improving Customer Experience
Public Prosecution	Judicial Knowledge Management
Road and Transport Authority	RTA's Knowledge Repository Gateway

2nd Cycle: Three project teams gained a 7 star ranking and four teams a 5 to 6 star ranking

7 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Government Entity	Project title
Dubai Government Human Resource (DGHR)	Launching Dubai Government HR Think Tank
Dubai Health Authority (DHA)	Prevention better then Cure
Dubai Police	Call of Duty: Police Edition
5 to 6 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)	
Dubai Corporation for Ambulance Services	Treat the patient not the clock
Dubai Electricity and Water Authority (DEWA)	AFKARI Ideas Management System
Dubai Municipality	Knowledge and Innovation Hub
Knowledge and Human Development Authority (KHDA)	Governance without a Governor
3 to 4 Stars ★★★★★ (TRADE Benchmarking Proficiency Certificate)	
Dubai Civil Aviation Authority (DCAA)	Happy Ajwa
Dubai Customs	Dubai Accredited Client
General Directorate of Residency and Foreigners Affairs Dubai (GDRFA)	Positive Energy
Public Prosecution	A Smarter Public Prosecution Service

Key project achievement of Dubai Police



An increase in productivity from 40% to 72% and vehicle availability from 88% to 95% (Aug-2017 to Mar-2018) saving 14 million AED (and expected to rise to 20 million AED over a full year). Improvements were largely due to improving the accuracy of the maintenance data and setting financially related KPIs which enabled more informed management decisions and identification of appropriate benchmarking partners to learn from.



Key project achievement of Dubai Health Authority (DHA)

The development of a Dubai Diabetes Prevention Framework and gaining acceptance of this within DHA and the wider stakeholder group within a year and beginning its implementation. Excellent results achieved so far include increasing Diabetes awareness campaigns from 36,739 in 2016 to 47,303 in 2017, conducting 22,222 diabetes screenings, piloting a Wellness Program to reduce the risk of developing diabetes, establishing two life-style clinics, developing a risk assessment survey for a smart application and developing a non-communicable disease policy.



Key project achievement of Dubai Government Human Resources Department (DGHR)

Development and widespread stakeholder agreement to a Blueprint for a Dubai Government Think Tank to shape the future of HR within Dubai. The Blueprint consists of a 73-page document describing in detail the purpose, structure, services and operating model of the Think Tank. The vision of the Think Tank has been initially set as “Pioneering HR for the world” with three prime services; research, smart library and consulting services.





**Tip for better
results**

Getting benchmarking partners to reply

Benchmarking visit

info@nasa.gov

Benchmarking visit

Dear NASA CEO,

My name is Mohammed, I work for XYZ Spacecrafts. We would like to visit you next week to see the best practice of constructing spaceships.

Thanks,

Mohammed

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Communicating with benchmarking partners



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Registration for Dubai We Learn 3rd Cycle

Application form

Applications need to be submitted by X date. The 5 most beneficial projects will be invited to participate in a one year program that will start on X date.

Section A – Contact details		
Name of Department		
Name of contact person: Position:		
Phone number: Email address:		
Record below the names of the Project Sponsor, Project Leader and Team Members (the names can be changed at a later date if required) The Project Sponsor is usually a senior executive who provides resources to the project and monitors progress. The Project Sponsor does not normally take part in team meetings. The Project Leader is responsible for leading the project team and making sure the project work is completed. The Project Leader reports to the Project Sponsor. Project Team Members are responsible for undertaking the project work. These people have time to devote to the project, attend regular meetings and must attend the scheduled activities. They usually have a good understanding of the processes being investigated. Project Teams should be composed of 4 to 6 people (one Team Leader and up-to five Team Members).		
	Name	Position
Project Sponsor		
Project Team Leader		
Project Team Members (maximum of five)		

Section B – Describe the Project.		
For which activity, process or service do you want to identify and learn best practices from UAE or international organisations? Preference is for projects where best practices can be identified and implemented, at least partially, within one year. Be as specific and succinct as possible in describing the project. <i>(In completing the table a maximum of 2 pages is allowed)</i>		
Title of project		
Aim of the project (What is the purpose of the project? What best practices do you wish to find? Try to write the aim in this format "To identify and implement best practices in X to improve performance from Y to Z". For some projects you might not be able to quantify performance levels at the moment).		
Why is this project important to undertake? (What is the background and current situation of this project? What challenges or opportunities are you facing?)		
Stakeholders (who will be interested in or affected by the results of the project? E.g. Internal Customers, Citizens/Customers, Internal/External Suppliers, Process Owners, Local Community,)		
What are the likely benefits of the project? (include benefits for DED and stakeholders)	Non-Financial Benefits?	Financial Benefits?
Section C – Level of commitment to the project		
Will your Project Team have time to work on the project over the next year? (Refer to "Expectations" in the Additional Information Sheet)		
Why is it important for your organisation to participate in this knowledge sharing program?		
Signature required of Project Sponsor		

For more information contact me:

Ahmed Abbas, ahmed@bpir.com

Or :

Dr Zeyad Mohamed El Kahlout

Quality and Excellence Advisor

Dubai Government Excellence Program

The General Secretariat of the Executive Council of Dubai

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