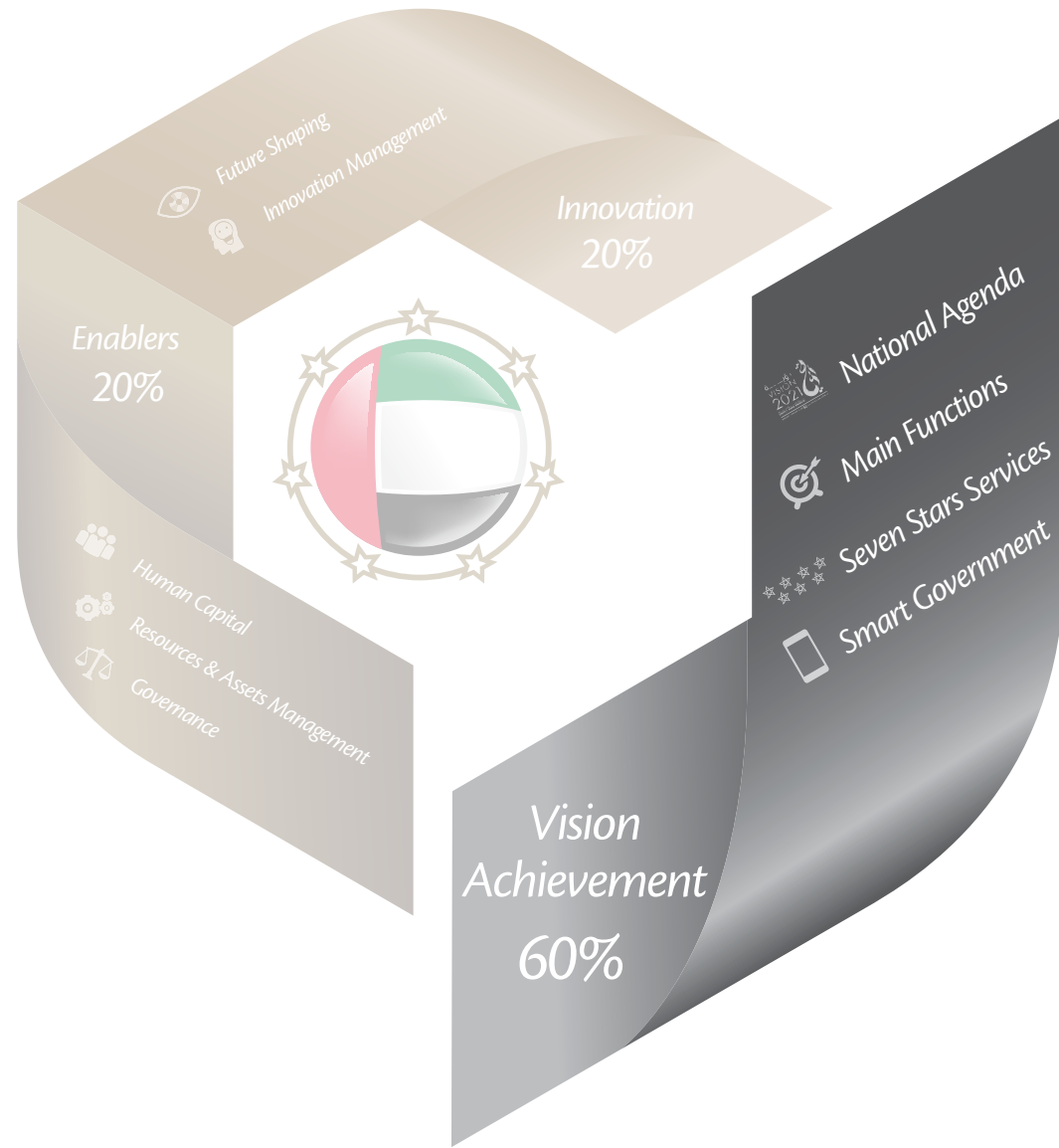




The Mohammed bin Rashid Government Excellence Award

# THE GOVERNMENT EXCELLENCE SYSTEM CRITERIA SYSTEM





## First Pillar: Vision Achievement (60%)

The first pillar consists of four main criteria which are the following: **The National Agenda, Main Functions, Seven Stars Services, and Smart 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 to achieving the National Agenda objectives and indicators.

**The First Main Criterion: The National Agenda Criterion**

**The Second Main Criterion: The Main Functions Criterion**

**The Third Main Criterion: The Seven Stars Services Criterion**

**The Fourth Main Criterion: The Smart Government Criterion**



## First Main Criterion: The National Agenda

The present main criterion focuses on the extent to which the entity achieves its role within the framework of the National Agenda as well as the government vision. They achieve this through planning and coordinating with the concerned entities. This criterion also focuses on the entity's follow-up of its performance and evaluation of the national performance indicators results so as to monitor, understand, identify, predict and improve the government performance results.

### 1-1 Planning and following up on the implementation of the National Agenda

A) Capabilities of planning and following up on the implementation of the National Agenda:

The present criterion may include the following points:

- Comprehensive definition of the national indicator, including: the indicator's scope and coverage of all targeted measurement areas at the national level, the indicator's components and sub-indicators, the measurement mechanisms and data sources, the interim targets, the appropriate benchmarks, and any gaps in the provision, accuracy and sustainability of the national indicators data (if any).
- Identification of all relevant entities involved in the achievement of the national indicator (e.g. contributors, reference entities, data sources and other relevant entities), and ensuring effective coordination and participation with these entities in all stages of planning and implementation of the National Agenda.
- Identification and implementation of initiatives and programs needed to achieve the targets of national

indicators and ensure the community's awareness of the National Agenda issues and effective contribution in addressing them. This may be carried out through action plans that include a clear identification of activities, implementation responsibilities, timeframes, required resources, measures of achievement and risk management plans in coordination with relevant entities so as to avoid overlap and duplication. These initiatives and programs may include the following:

- ◇ Initiatives and programs which are implemented by the entity on its own (the main coordinator).
  - ◇ Initiatives and programs which are implemented jointly or in coordination with contributors.
  - ◇ Initiatives and programs needed to address the statistical gaps that are related to ensuring the provision, accuracy and sustainability of the national indicators data.
- Periodic review of the National Agenda initiatives, programs, action plans and national indicators data so as to ensure their appropriateness and effectiveness, and identification of entities responsible for carrying out the relevant preparations, revisions and updates.
  - Commitment to providing the national indicators' results and relevant statistics, as well as the achieved results of the National Agenda initiatives and programs of the concerned entities' and results of relevant international entities in accordance with the requirements and time frame that have been agreed upon.

## B) Assessment of the achievements and results related to the planning and follow-up of the implementation of the National Agenda:

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

### B-1 Performance indicators:

- The results of national indicators which are related to the entity's work. The entity is considered the main coordinator or contributor, including the results of sub-indicators or associated classifications.
- The results of the implementation of the National Agenda initiatives and programs.
- The percentage of the contributors' implementation of their roles in joint programs and initiatives.

- The percentage of the entities' commitment to the timeframe specified to provide the national indicators results and statistics.
- The results of the assessment of the policies' effectiveness relevant to the national agenda.

### B-2 The metrics related to the perception of contributors with respect to the National Agenda:

- These metrics may include the general perception, usefulness and compliance with partnership terms and conditions, assessment of communication channels, cooperation in the provision and exchange of information and transparency.



## Second Main Criterion: The Main Functions

The present main criterion focuses on the extent to which the entity implementation of the strategic plan, designs and implements of projects, initiatives, programs, and processes through its operational plan so as to ensure the effective and efficient achievement of strategic objectives in accordance with the functions set forth in the Memorandum of Association and its impact on socioeconomic, and environmental sustainability. This criterion also focuses on the follow-up of its performance and evaluation of the strategic performance indicators results and the assessment of the results of operational performance indicators related to projects, initiatives, programs and processes so as to monitor, understand, identify, predict and improve the institutional performance results.

### 2-1 implementing strategy and following up on its performance

A) Capabilities of applying and following up on the strategy performance:

**The present criterion may include the following points:**

- Regular revision and update of the strategy and supporting policies to ensure their appropriateness and effectiveness, as well as the identification of who will be responsible for carrying out the relevant preparations, revisions and updates.
- Application of a mechanism designed to develop supportive policies so as to achieve the strategic plan objectives based on approved criteria (e.g. Policy Making Manual), as well as the follow-up and assessment of the policies' implementation procedures, quality and effectiveness.
- Coordination with strategic partners and relevant entities so as to identify the roles and responsibilities of each entity in achieving joint strategic objectives, as well as identifying the level of contribution of each entity toward the achievement of the joint strategic objective.
- Coordination with strategic partners and relevant entities so as to develop joint strategic performance indicators, and identify the entities' targets or the extent to which they contribute to certain targets.

- Coordination with strategic partners and relevant entities so as to develop programs and initiatives in order to achieve the joint strategic objectives and avoid overlap and duplication of effort.
- Application of a framework for institutional performance management system, and identification of responsibilities and authorities to apply it at all levels within the entity.
- Cascading and alignment of competitiveness as well as national and strategic indicators at all levels within the government entity (starting from the entity's vision and strategic objectives level, to that of the departments' objectives and main processes to reach the individuals' level).
- Use of unified criteria to develop and design performance indicators.
- Designing mechanisms and systems intended to collect, analyze and report performance data to stakeholders according to their needs.
- The level of activation and integration of an electronic performance system with other relevant electronic systems (e.g. human resources system, financial system, project management system, and processes management system, etc.).
- The level of use of the organizational performance management system reports and reliance on the performance reports and results during the periodic review of the relevant supporting policies and strategy, as well as of processes, services and projects/initiatives. This also includes the use of performance reports and results to support decision making by all those concerned at all administrative levels.
- The level of application of a mechanism designed to internally audit the validity and credibility of performance results, as well as the integrity and accuracy of performance data collection mechanisms, and ensure the accuracy of data sources and indicators calculation methods.
- The level of commitment to providing results and statistics about the International Competitiveness indicators to the relevant entities and relevant international entities in accordance with the requirements and time frame agreed upon.

B) Assessment of the achievements and results related to the application and follow-up of the strategy performance:

**According to the government entity's work nature, objectives and activities, the present criterion may include the following results:**

**B-1 Performance indicators:**

- The results of strategic and competitiveness indicators (other than the national indicators) that are identified according to the entity's mandate set forth in the Memorandum of Association.
- The results of the assessment of the policies' effectiveness relevant to the strategic objectives.
- The percentage of the entities' commitment to the timeframe specified to provide the strategic indicators and International Competitiveness Index results and statistics.
- The results of the internal and external audit of performance management system.

**B-2 he metrics related to the opinion of partners with respect to strategic planning:**

- These metrics may include the general perception, usefulness and compliance with partnership terms and conditions, assessment of communication channels, assessment of cooperation in the provision and exchange of information and assessment of transparency.

## 2-2 Managing and implementing projects/initiatives/programs (Operational Plans)

**The present sub-criterion focuses on the extent to which the entity manages and implements projects, programs and initiatives associated with the entity's competencies, processes, and supporting services. This is done with a view to develop, improve and introduce the existing processes and services or introduce new ones, and achieve leading performance results.**

A) Capabilities of managing and implementing projects/initiatives/programs

**The present criterion may include the following points:**

- Identification of the objectives and scope of work of the project/initiative/program and expected outputs and outcomes, and the extent to which the project objectives are associated with the government entity/ partners' strategic plan.
- Development of a project plan designed to manage the project/initiative/program and which includes the planning, implementation and assessment stages, selection criteria of the project team members and identification of their tasks, responsibilities and authorities.
- Development of a Change Management plan that includes the identification of the affected parties by the project/initiative/program and analysis of the impact on them so as to ensure the successful achievement of the planned objectives.
- Define solutions or alternatives that have been studied and compared to the project/initiative/program, as well as the reasons for excluding them.
- Financial planning of the project/initiative/program and cost-benefit analysis.
- Analysis and management of risks associated with the implementation of the project/initiative/program.
- Define the implementation and review methodology of the action plan.

#### B) Assessment of the achievements and results related to the management and implementation of projects/initiatives/programs

**According to the government entity's work nature, objectives and activities, the present criterion may include the following results:**

- Contribution of the project/initiative/program results in achieving the strategic objectives of the government entity/contributing entities.
- Tangible and intangible results achieved by the project/initiative/program, as well as financial and non-financial implications.
- Level of compliance with project time plan within the approved budget.
- The percentage of occurring risks to the expected ones.

## 2-3 Managing Process

### A) Capabilities of processes

**The present criterion may include the following points:**

- Identification and classification of required processes designed to implement and achieve the government entity's strategy and objectives, as well as organizing processes according to priorities as part of the entity's management system. The use of appropriate management and improvement methods, including processes that go beyond the entity's boundaries.
- Identification of individuals accountable for each process, as well as for their roles and responsibilities in the development and management of the structure of the main processes.
- Designing and linking performance indicators related to the processes (operational and strategic) with the strategic plan.
- Resolution of issues related to the overlap and duplication in performing tasks, as well as the implementation of processes within the government entity so as to ensure their effective achievement from start to end.
- Review of the effectiveness of the overall framework of the processes in supporting the achievement of the strategic objectives and relevant supporting policies.

### B) Assessment of the achievements and results related to the processes:

**According to the government entity's work nature, objectives and activities, the present criterion may include the following results:**

- The percentage of achievement of operational performance indicators related to key processes.
- The volume of work that has been implemented (e.g. number of facilities that have been inspected, number of laws that have been reviewed).
- Process efficiency (e.g. savings in processes costs, increase of outputs while keeping the same inputs).
- Process Time.
- Processes indicators results.

- The percentage of processes that have been improved.
- Processes improvement results (tangible and intangible).
- The percentage of processes errors/observations.
- The productivity (the level of output produced per time unit compared to target).

## 2-4 Sustainability in socioeconomic and environmental fields

### A) Capabilities of sustainability in socioeconomic and environmental fields

#### The present criterion may include the following points:

- Identification of the impact of the entity's activities and policies on sustainability in socioeconomic and environmental fields based on its mandate and in the light of the relevant national policies and strategies (e.g. Green Growth Strategy).
- Ensuring that the entity's strategy includes elements to achieve socioeconomic and environmental sustainability in accordance with the entity's mandate through the development of strategic objectives and policies; and to identify key performance indicators related to sustainability in line with the government vision, national indicators, as well as competitiveness indicators.
- Design and implementation of programs, initiatives and policies to support the achievement of strategic objectives related to sustainability in socioeconomic and environmental fields according to the entity's mandate and in coordination with partners and stakeholders.

### B) Assessment of the achievements and results related to sustainability in social, economic and environmental fields

#### According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

- The strategic performance indicators related to sustainability in socioeconomic and environmental fields.
- The operational performance indicators associated with programs, initiatives and policies related to sustainability in socioeconomic and environmental fields.





## Third Main Criterion: The Seven Stars Services

The present main criterion focuses on the extent to which the entity designs, manages and develops processes intended to provide services to the customers (individual G2C, business enterprises G2B and government entities G2G) with a view to bringing an added value in accordance with the criteria and standards provided by the relevant government service programs. It also focuses on the assessment of the services' operational performance indicators so as to monitor, understand, identify, predict and improve the institutional performance results.

### 3-1 Designing and managing service provision processes

A) Capabilities of designing and managing service provisioning processes:

**The present criterion may include the following points:**

- Identification and classification of service provision processes needed to implement and achieve the government entity's strategy and objectives according to priorities as part of the management system, and the use of appropriate management and improvement methods, including processes that go beyond the entity's boundaries.
- Develop and provide value-added services to customers through innovative solutions based on their current and future needs and expectations, as well as the active engagement of human resources, customers, partners and stakeholders in this process.
- Identification of individuals accountable for the service provision process, as well as for their roles and responsibilities in the development and management of the main processes.
- Design and association of performance indicators related to the service provision processes (operational and strategic) with the strategic plan.
- Resolution of issues related to the overlap and duplication in performing tasks, as well as the implementation of service provision processes within the government entity so as to enhance the customers' experience.

- Coordination with partners involved in providing joint services, as well as with relevant entities so as to identify roles and responsibilities and avoid overlap and duplication.
- Application of service level agreements to ensure the scope and level of services to be provided to customers and to other government entities.
- Identification of partnerships in service provision processes in light of institutional and strategic needs and capabilities so as to strengthen such processes (including outsourcing and sub-contracting with the private sector), as well as the level of adherence to the relevant policies and procedures in managing these partnerships and measurement of their impact.
- Collaboration with partners involved in providing joint services, as well as with relevant entities to develop and simplify the joint services provision mechanisms and channels with a view to enhance the customers' experience and transform the government into an integrated and harmonious body.
- Application of systems intended to measure and manage the impact of the service provisioning processes on the health, safety and environment so as to minimize the negative impact of the entity's activities and services on the community and environment, as well as to rationalize and improve the efficiency of energy and water consumption.

## B) Assessment of the achievements and results related to the design and management of service provisioning processes

**According to the government entity's work nature, objectives and activities, the present criterion may include the following results:**

### B-1 Performance indicators related to services:

The present metrics reflect the opinion of customers benefiting - directly or indirectly - from the federal entity's activities and services (through questionnaires, focus groups, observations, acknowledgment letters, or others) according to the criteria set forth in the UAE government's Customer Satisfaction Manual.

The results of the metrics related to the customers' opinion will be assessed through:

- The results of the mystery shopper (according to the study conducted by the government and any other internal study).
- The Service Centers rating (according to the rating done by the relevant government service excellence programs).
- The volume of key services and products provided.
- Services provision effectiveness (the service's ability to achieve the desired objectives).
- Services provision efficiency (e.g. savings in services provision costs, increase of outputs while keeping the same inputs).
- The time needed to provide services (e.g. waiting time at the Service Center, time needed to complete the service, number of steps required to complete the service).
- The service availability indicators (e.g. percentage of services available in a specific geographic scope).
- The service accessibility indicators (e.g. number of days needed to get an appointment, number of channels available to provide a service, time needed to reach the Service Center).
- The results of customers' suggestions and complaints.
- The percentage of complaints addressed within a specified timeframe.
- The percentage of compliance to the service specifications according to the Customer Service Charter/ Services Directory.
- The percentage of compliance to the specifications of the Service Level Agreement.
- The percentage of services that have been improved.
- The tangible and intangible results of the services development.
- The percentage of errors found in the services provided (the number of errors per 100 transactions).
- Productivity (the volume of transactions completed per time unit compared to targets).

### B-2 The metrics related to the opinion of customers (perceptions):

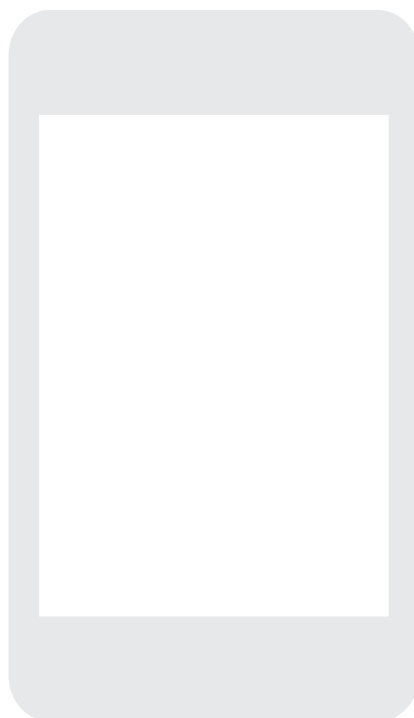
The present metrics reflect the opinion of customers benefiting - directly or indirectly - from the government entity's activities and services (through questionnaires, focus groups, observations, acknowledgment letters, or others) according to the criteria set forth in the government's Customer Satisfaction Manual.

The results of the metrics related to the customers' opinion will be assessed through:

- The results of the Customer Satisfaction Study conducted by the government.
- The results of detailed customer satisfaction studies internally conducted by the government entity.
- The percentage of society awareness about the government services and initiatives resulting from the study conducted by the government.

### B-3 The metrics related to the opinion of partners with respect to services provisioning:

The present metrics may include the general perception, usefulness and compliance with partnership terms and conditions, assessment of communication channels, cooperation in the provision and exchange of information, and assessment of transparency and selection criteria.



## Fourth Main Criterion: The Smart Government

The present main criterion focuses on the level of electronic/smart government maturity, as well as on the extent to which plans and policies are developed and implemented to support the provision of electronic/smart services so as to achieve the entity's and government electronic/smart strategy and the extent to which leading results are achieved.

### 4-1 Designing and implementing the smart transformation plans and policies

A) Capabilities of designing and implementing the smart transformation plans and policies:

**The present criterion may include the following points:**

- Development and implementation of operational plans and supporting policies to promote the use of electronic/smart services in the government entity's main and supporting processes.
- Development and management of the entity's website and social media accounts.
- Management of the government entity's ICT infrastructure and optimize resources utilization to support the integration, centralization and application of data exchange systems with other government entities.
- Cooperation and coordination with other government entities with respect to the electronic needs for purposes of establishing an advanced infrastructure.
- Application of information security policies within the government entity.
- Identification of partnerships in the area of connecting electronic systems and providing electronic/smart services in light of institutional and strategic needs and capabilities so as to strengthen such processes (including outsourcing and sub-contracting with the private sector). This also includes level adherence to the relevant policies and procedures in managing these partnerships, and measurement of the impact of such partnerships.
- Level of integration of electronic/smart services and electronic systems with other government entities' services and shared electronic/smart systems.

- Provision of electronic services and for services delivery channels so as to complement other government entities' electronic/smart services.
- Integrating the entity's electronic/smart services development projects with other government entities so as to support the government achievement of the smart government objectives.
- Integrating with main government electronic/smart systems (e.g. the Government Performance Management System, E-Payment System, etc.).

## B) Assessment of the achievements and results related to the design and implementation of the smart transformation plans and policies

**According to the government entity's work nature, objectives and activities, the present criterion may include the following results:**

### B-1 Performance indicators related to the design and implementation of the smart switch plans and policies:

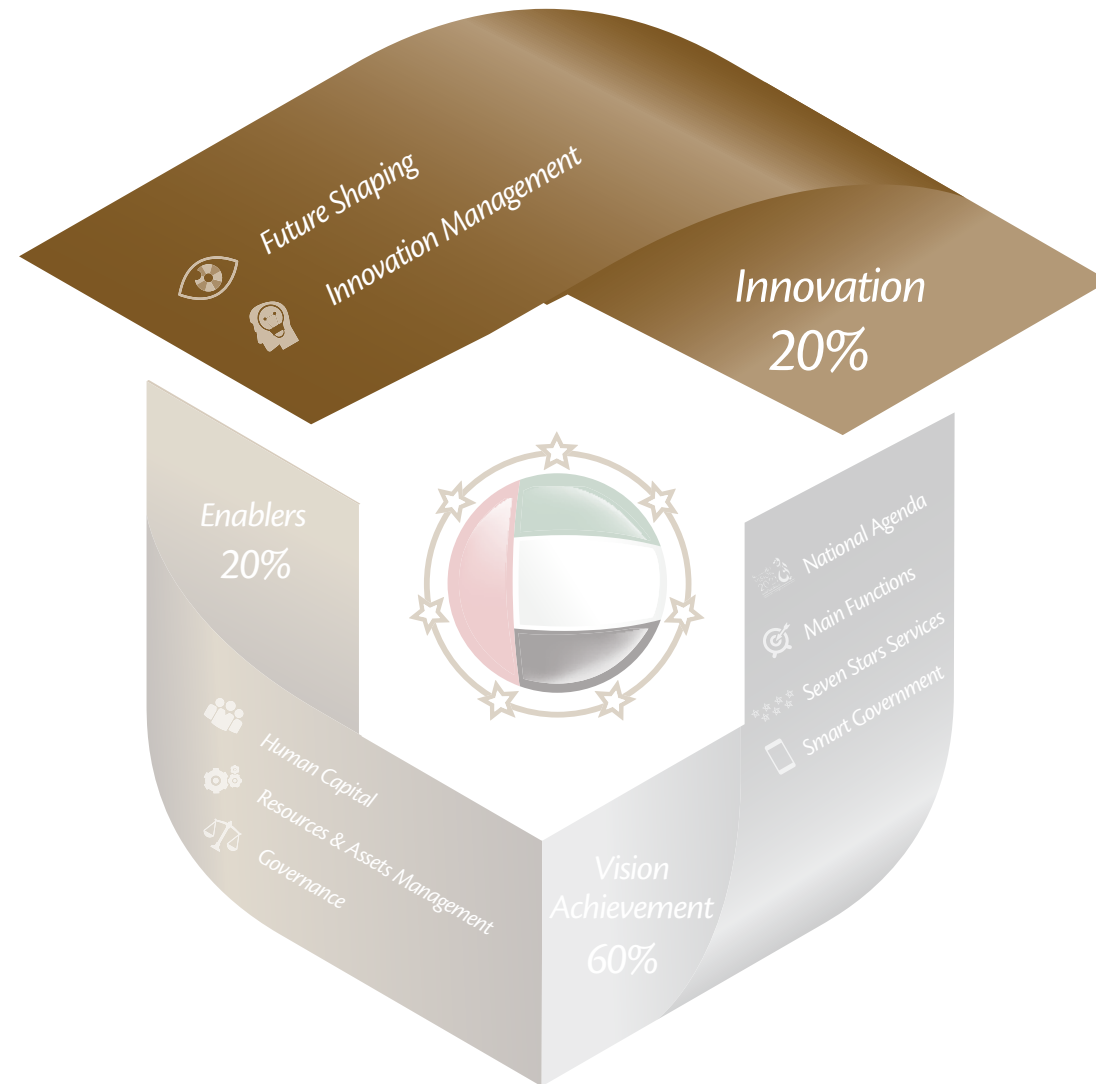
- Electronic/smart maturity index.
- The percentage of electronic/smart government services' use.
- The level of public awareness about electronic/smart services.
- Website quality compliance rate.
- Electronic/smart services' quality compliance rate
- The performance results of joint processes/services that have been electronically developed and integrated with partners.

### B-2 The metrics related to the opinion of customers and relevant partners (perceptions):

The present metrics reflect the opinion of customers and relevant partners with respect to the government entity's website, government entity's electronic/smart services, electronic systems' connectivity and integration processes, and electronic/smart services provision using direct and indirect methods of measurement. This can be done through questionnaires, focus groups,

observations, suggestions, acknowledgment letters, or others, and according to the entity's work nature. They may include the following:

- The percentage of customer satisfaction with respect to the electronic/smart services provided, website, and technology used.
- The percentage of stakeholders' satisfaction with respect to the available communication channels (the website, call center, social media, etc.).
- Dealing with the observations/suggestions made by all customers' categories related to the electronic services and technology used, such as:
  - ◇ The percentage of suggestions that have been applied.
  - ◇ The percentage of observations that have been addressed.
- The percentage of stakeholders' awareness about the electronic services provided.
- The level of confidence in dealing with electronic services.
- The percentage of human resources' satisfaction with respect to internal electronic services, work methods and operational plans related to smart government transformation.
- The percentage of partners' satisfaction with respect to the usefulness and compliance with partnership terms and conditions, which may include the assessment of communication channels, assessment of the nature of the relation and cooperation with partners, cooperation in the provision and exchange of information, and assessment of transparency and selection criteria.



## Second Pillar: Innovation (20%)

The second pillar consists of two main criteria which are the following: **Future Shaping** and **Innovation Management**, whereas the extent of implementation of the criteria is based on the entity's work nature and its integration on future shaping and identifying the most important elements of the ambiguity inherent in the outer boundaries and the impact of these items on their work. This criterion also focuses on the extent to which innovative solutions and pioneering initiatives are applied in services offered and processes and programs implemented. This is to ensure the achievement of strategic objectives and provide customers with the best services.

**The Fifth Main Criterion: Future Shaping**

**The Sixth Main Criterion: Innovation Management**



## Fifth Main Criterion: Future Shaping

The present main criterion focuses on the extent to which the entity has developed its capabilities in future thinking through enhancing the intellectual capital and the constant renewal towards global leadership. Entities should meet global and future changes with agility, responsiveness and future readiness through use of various tools helping in shaping the future, analyzing the expected and unexpected future trends, possibilities and results.

It is therefore required to reflect the formerly mentioned into the entity's culture and day-to-day work from plans to policies and procedures to correlate with organizational achievements beyond boundaries of the current capabilities. It also focuses on the entity's efforts to understand the future variables to deal with or benefit from future trends and utilize them to create opportunities whereas maintaining a strategic and practical agility throughout the entity's policies, processes and services. Furthermore, the present criterion places emphasis on the extent to which relevant leading results are achieved.

### 5-1 Future Thinking

#### A) Capabilities of future thinking

**The present criterion may include the following points:**

- Conduct continuously awareness workshops and technical training to build a culture of shaping future and apply acquired tools on entity's business focus areas.
- Develop customized tools for shaping the future to enhance entity and government global positioning.
- Availability of updated big data necessary for futuristic analysis and strategic foresight.
- Use of quantitative and qualitative methods to predict the nature and importance of future trends and developments (social, economic, technological, etc.) and analyze 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.

- The depth of future thinking in developing futuristic preventive strategies, policies, initiatives based on accurate readings of the future trends to position the government on a global level.
- The comprehensive cross sectorial future thinking covering the government as a whole.
- Developing of futuristic studies on the entity's level or cross sectorial level.

## B) Assessment of the achievements and results related to future planning

**According to the government entity's work nature, objectives and activities, the present criterion may include the following results:**

- Number of awareness workshops in Shaping Future conducted for employees.
- Number of tools trained on and tried in the entity.
- Assessment of the quality of future studies used for formulating strategies, policies and initiatives.
- Number of the simulation projects conducted to test readiness in the entity based on future trends.
- Number of initiatives and projects developed and derived from analyzing global and future trends.
- Number of organizational improvements developed based on future tools applications.
- Number of studies and researches conducted by the entity in the area of shaping future.
- Results achieved based on utilizing opportunities as a result of the entity's agility and responsiveness in futuristic decision making.
- The radical and size of impact achieved from shaping future ideas and initiatives.
- The extent to which the entity is achieving a leading position as a result of shaping future.





## Sixth Main Criterion: Innovation Management

The present main criterion focuses on the efforts exerted by the entity to ensure creating a work culture and environment that support 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 in accordance with the national innovation strategy. The present criterion also places emphasis on the extent to which relevant leading results are achieved.

### 6-1 Developing and implementing innovation management systems

#### A) Capabilities of developing and implementing innovation management systems

The present criterion may include the following points:

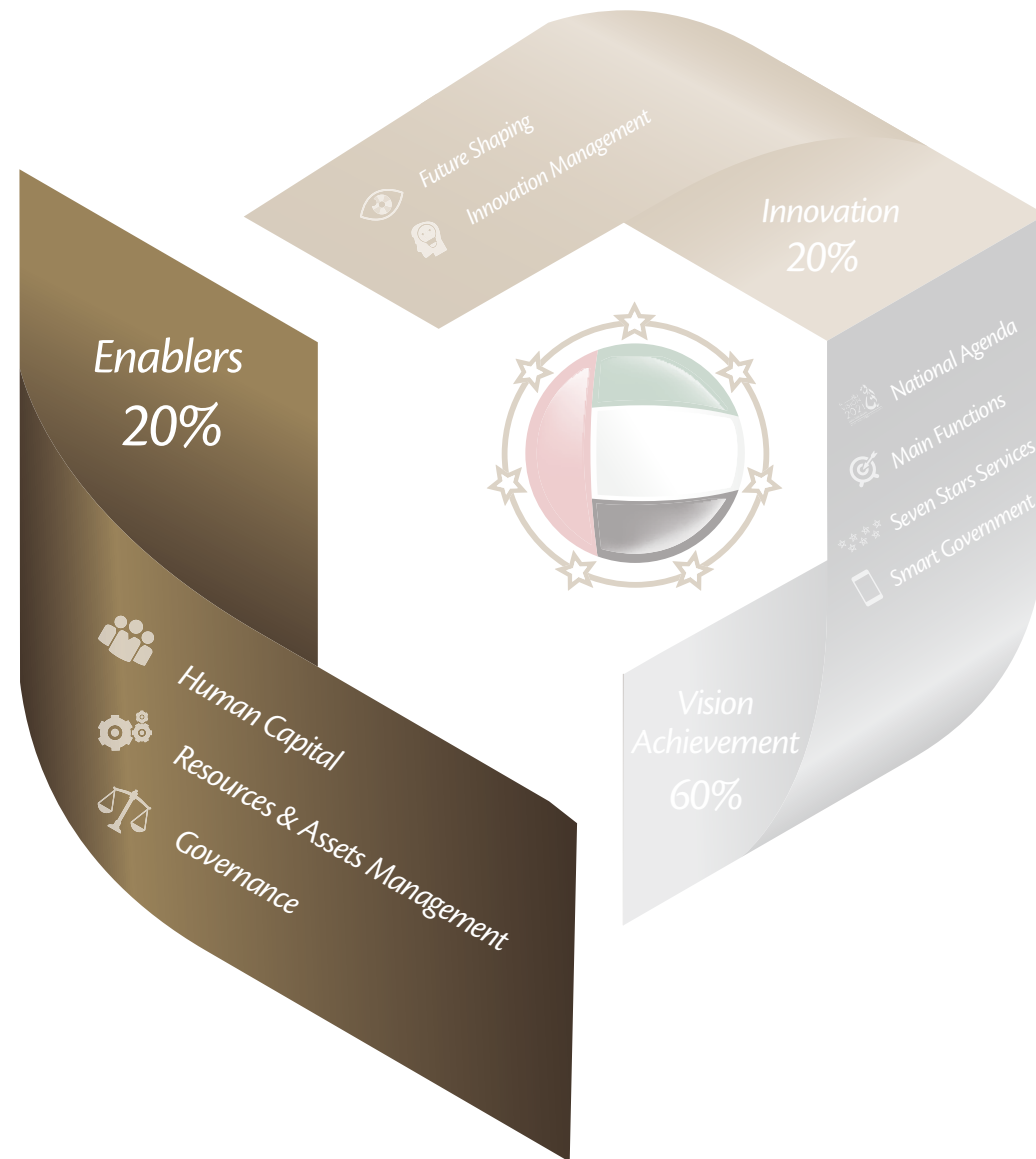
- Development, revision and update of an innovation strategy and policy in line with the government entity's vision, mission and strategy as well as the government innovation strategy.
- Development and implementation of innovation management systems, including the use of clear criteria to determine priorities of improvement and development opportunities that require innovative solutions, as well as the selection of effective innovative ideas in accordance with the government entity's strategy and the government innovation strategy. These will contribute toward achieving the said strategy and the National Agenda (e.g. provision of new and innovative services, implementation of work activities, and the development of innovative initiatives, programs and policies that bring an added value to all stakeholders).
- Establishing suitable work environment, appropriate channels and tools that motivate the human resources, customers and stakeholders to participate in innovation activities associated with the entity's mandate and in accordance with the government Innovation programs.

- Creation of an effective partnership network with universities, scientific research center and stakeholders in both public and private sector with a view to support the innovation process to ensure the integrity and utilization of all possibilities and available resources.
- Preparation and implementation of human resources capacity building programs to enable them to contribute effectively in innovation activities.
- Proper utilization of the knowledge and information to identify available opportunities for innovation.

## B) Assessment of the achievements and results related to the development and implementation of innovation management systems

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

- The entity preparation and readiness towards innovation.
- The percentage of trained employees in innovation field.
- The percentage of innovations developed from the ideas submitted by employees.
- The percentage of effective and implemented innovative suggestions/ideas.
- The ratio of published research/studies per employee.
- The number of registered patents/intellectual property rights.
- The percentage of innovation workshops and events organized by the entities.
- The percentage of budget allocated for innovation.
- The financial and non-financial results that have been achieved as a result of the implementation of innovative ideas in processes and services provision, as well as those that support the achievement of strategic objectives.
- The number of innovative ideas submitted by customers and partners.
- The number and size of innovative projects implemented with partners.
- The number of new/improved products and services resulting from innovative ideas.
- The number of leading work models that have been developed and implemented.



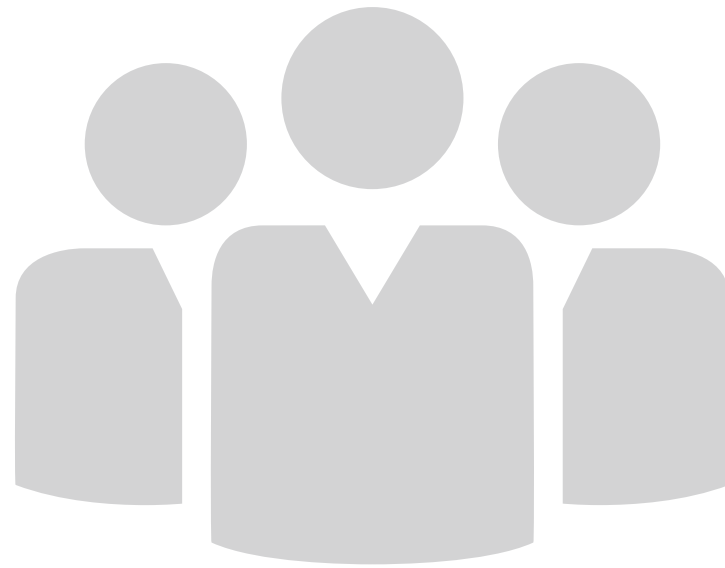
## Third Pillar: Enablers (20%)

The third pillar consists of three main criteria which are the following: **Human Capital, Assets and Resources, and Governance**. The extent of implementation of the criteria is based on entities involved according to their work nature, Assets and resources used.

**The Seventh Main Criterion: Human Capital**

**The Eighth Main Criterion: Assets and Resources**

**The Ninth Main Criterion: Governance**



## Seventh Main Criterion: Human Capital

The present main criterion focuses on human capital and the development of plans needed to achieve the individuals' and entity's objectives and provide high-quality services to human resources in accordance with the HR laws, regulations and complementary systems. The criterion also includes the investment in, sustainability and improvement of human capital efficiency and productivity, as well as the appreciation, reward, motivation and empowerment of human resources to improve their capabilities to innovate. The present criterion also focuses on attracting and maintaining nationals and specialized competencies and achieving gender balance. Furthermore, it places emphasis on the extent to which relevant leading results are achieved.

### 7-1 Designing and implementing plans, policies and processes related to human capital

A) Capabilities of designing and implementing plans, policies and processes related to human capital

**The present criterion may include the following points:**

- Identification of the required behavioral skills and competencies, as well as the human resources capabilities to achieve the entity's strategy in line with the general framework of processes, organizational structure, and the development of relevant manpower plans to make it available.

- Development and implementation of integrated work policies and systems covering various aspects related to the management of processes pertaining to employment and professional development, career planning, transition and grievance, motivation and recognition systems and other related HR systems. This is done while ensuring the provision of high-quality services to the human resources in accordance with the HR laws, regulations and complementary systems so as to ensure fairness, equal opportunities and transparency.
- 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.
- Assessment of human resources' performance so as to ensure fairness, equal opportunities and transparency, provide proper feedback information on the performance levels, attainment of individual objectives and competencies required to improve these levels, and link career advancement, rewards and incentives to the assessment results.
- Empowerment of human resources, and provision of the necessary tools, information, skills and authorities to ensure their contribution to the fulfilment of objectives.
- Encouragement and reward of leading achievements at all levels within the entity (employees and work teams) in a timely and appropriate manner, as well as the creation of a positive competitive environment among them.
- Provision of a healthy, safe and suitable working environment that contributes to motivating human resources to improve their productivity and creativity, and achieve a balance between their professional and personal lives (e.g. libraries, sports facilities, lounge areas, etc.).
- Application of an integrated plan to attract and maintain national competencies, as well as promote their work in jobs with low national employment rates.
- Enable and enhance the role of women and create a supportive environment for women and working mothers (such as providing nurseries for children or flexible working hours, or supportive policies for the working mother)

## B) Assessment of the achievements and results related to the design and implementation of plans, policies and processes related to human capital

**According to the federal entity's work nature, objectives and activities, the present criterion may include the following results:**

### B-1 Performance indicators related to the design and implementation of plans, policies and processes related to human capital

#### **Human resources development:**

- The required competencies compared to the available ones.
- The productivity.
- The average training hours per employee according to different job categories (leadership, supervisory, executive, specialized and technical).
- The percentage of trainees according to different job categories (leadership, supervisory, executive, specialized and technical).
- The success level of training and development programs in achieving the desired targets.
- The percentage of employees with individual performance development plans.

#### **Motivation and participation**

- The number of suggestions made per 100 employees each year (average).
- The percentage of applied suggestions compared to those that have been made.
- The percentage of employees with performance documents.

### Satisfaction levels:

- The average number of absence days per employee.
- The average number of sick leaves per employee.
- The average number of work-related injuries.
- The number of complaints and grievances made by the employees.
- The percentage of job turnover of non-national citizens.
- The percentage of human resources' grievances handled within the specific timeframe.

### Services provided to human resources:

- Service time (e.g. time required to complete the transaction).
- The efficient provision of services (e.g. percentage of reduction in services costs, percentage increase of outputs while keeping the same inputs).
- The percentage of errors.
- Response time to inquiries and requests.

### National Employment:

- The percentage of national employees at different job categories (leadership, supervisory, executive, specialized and technical).
- The national citizens' turnover ratio.
- The percentage of national employees holding professional and specialized certificates against the total number of citizens in the specialized jobs category.
- The percentage of increase in national citizens' number.
- The job continuity ratio of national citizens.

B-2 The metrics related to the opinion of human resources which are implemented by the government

- The job satisfaction index.
- The job engagement index.
- The job loyalty index.
- The happiness index.



## Eighth Main Criterion: Assets and Resources

The present main criterion focuses on the entity's efficient and effective management of its internal resources and assets with a view to supporting relevant strategy and policies and ensuring the effective implementation of processes. These include the identification of expenditure priorities so as to meet the customers' needs and interests and eliminate non-value adding expenses. This criterion also places emphasis on the extent to which relevant leading results are achieved.

### 8-1 Planning and managing assets (buildings, equipment, resources)

#### A) Capabilities of planning and managing assets (buildings, equipment, resources)

The present criterion may include the following points:

- Development and implementation of long-term policies and plans so as to manage assets, facilities and equipment and support the government entity's policy and strategy in line with the Green Sustainability Strategy.
- Optimal use of assets, facilities, equipment, and the management of its life cycle, ensuring the security and sustainability of those assets through maintenance programs (especially preventive maintenance).
- Application of environmental specifications in procurement processes, and the use of environmentally friendly materials to ensure the preservation of the environment and non-renewable resources.
- Application of Green Building Standards.
- Optimal management of warehouses and stores.

## B) Assessment of the achievements and results related to the planning and management of assets (buildings, devices, resources)

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

- The efficient use of assets.
- The efficiency and effectiveness of maintenance processes.
- The percentage of reduction of expenditures associated with the assets' management.
- The percentage of reduction of electricity and water consumption.
- The volume of materials that have been reused/ recycled.
- The percentage of reduction of materials consumption (e.g. papers, fuel, chemicals, etc.).
- The percentage of reduction of greenhouse gas emissions and environmental pollutants.
- The percentage of commitment to Green Building Standards.
- The percentage of use of environmentally friendly materials.
- The percentage of environmentally friendly technology used in processes/services provision.

## 8-2 Managing relationships with suppliers

### A) Capabilities of managing relationships with suppliers

The present criterion may include the following points:

- Identification of a framework and terms for a long-term relationship (partnership) with suppliers so as to achieve mutual benefits and lead to building sustainable relationships that support the entity's objectives related to bringing an added value to stakeholders, and reduce costs and expenditure.
- Transparency in disseminating the suppliers' selection and assessment criteria (e.g. amendment and revision of contracts, classification of suppliers, referral of bids, etc.).

## B) Assessment of the achievements and results related to the management of relationships with suppliers

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

### B-1 Performance indicators related to the management of relationships with suppliers

- The suppliers' assessment results.
- The percentage of reduction in procurement-related expenditure.
- The number of complaints made by suppliers.
- The percentage of procurement from local SMEs.

### B-2 The metrics related to the opinion of suppliers

- The suppliers' satisfaction indicator, which may include the general perception, commitment to contracting terms and conditions, communication channels, transparency and selection criteria.

## 8-3 Managing financial resources

### A) Capabilities of managing financial resources

The present criterion may include the following points:

- Development and implementation of long-term policies, plans and financial processes to support the achievement of the government entity's strategy.
- Designing financial planning, internal control, monitoring and audit processes, as well as the preparation of financial reports to ensure the optimal use of resources in an effective and efficient manner.
- Application of revenue development programs.
- Application of expenditure rationalization programs.
- Application of processes cost and services costs calculation principles to ensure the improvement of its efficiency.
- Applying cost benefit analysis methods.



## B) Assessment of the achievements and results related to the management of financial resources

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

- The accuracy of the financial planning of revenues.
- The accuracy of the financial planning of expenses.
- The accuracy of budget preparation.
- The percentage of increase of revenues resulting from revenue development programs.
- The percentage of reduction of expenses resulting from the rationalization of expenditure programs.
- The percentage of reduction of main services and processes costs.
- The percentage of reduction of supporting processes costs.



## Ninth Main Criterion: Governance

The present main criterion focuses on the efficiency and effectiveness of the overall governance framework so as to ensure the fulfilment of the accountability and transparency principles by the government entities toward its stakeholders and the community in areas related to the entity's performance and compliance with the legislations and regulations, including those related to intellectual property rights. This criterion also places emphasis on the extent to which leading results are achieved in governance and risk management.

### 9-1 Designing and implementing an overall governance framework

#### A) Capabilities of designing and implementing an overall governance framework

The present criterion may include the following points:

- Implementation of an effective and comprehensive governance framework in various work fields within the government entity (e.g. institutional management, human resources management, financial management, information management, project management, resources and asset management, etc.).
- Realization of governance principles related to the separation of functions and responsibilities through identifying the Value Chain and the Master Process Plan which includes the main and supporting processes and the appropriate organizational structure for the implementation of the strategy and its supporting strategies.
- Compliance with the legislations, laws and requirements of government programs, and effective follow-up of the results of assessment and audit reports by relevant entities in charge of administrative and financial audit (e.g. the State Audit Institution, Internal Audit office, Ministry of Finance, etc.)
- Application of criteria designed to preserve the entity and stakeholders' intellectual property rights.

## B) Assessment of the achievements and results related to the design and implementation of an overall governance framework

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

### B-1 Performance indicators related to governance

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

- The State Audit Institution classification results.
- The number of observations set out in the assessment and audit reports according to their importance and risk level.
- The percentage of observations, set out in the assessment and audit reports, which have been closed on time.

### B-2 The metrics related to the opinion of stakeholders in relation to governance

This may include the perception about the following areas:

- Application of transparency and integrity criteria when dealing with customers.
- Application of transparency, integrity and equal opportunities' criteria when dealing with human resources.
- Application of transparency, integrity, equal opportunities and selection criteria when dealing with suppliers.

## 9-2 Designing and implementing risk management plans

### A) Capabilities of designing and implementing risk management plans

The present criterion may include the following points:

- Identification of all kinds of potential risks, crises and disasters (e.g. strategic, financial, and environmental risks, information security, operational risks, occupational health and safety, etc.), as well as of their occurrence probability and resulting impacts.
- Preparation of a risk management plan which includes activities, responsibilities, timeframes and resources needed.
- Identification of alternative scenarios and plans to cope with the changes and developments that could prevent the achievement of strategic objectives and implementation of processes, projects, initiatives and programs and ensure business continuity.

### B) Assessment of the achievements and results related to the design and implementation of risk management plans

According to the government entity's work nature, objectives and activities, the present criterion may include the following results:

- The success rate of training exercises and drills in dealing with crises and disasters.
- The average number or work-related injuries occurring due to crises and disasters.
- The number of incidents resulting from the entity's activities and processes.
- The success rate of emergency plans when dealing with risks (in case they occur).

