Building Sustainable Government Excellence

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Dubai Government Excellence Program
Dubai – From Sand to Silicon

1991

2010

“The word ‘impossible' is not in leaders' dictionaries. No matter how big the challenges, strong faith, determination and resolve will overcome them.”

DGEP in the leader’s vision

“One of the tools to attain this achievement in Dubai is the Dubai Government Excellence Program which we launched in 1997, to enable the public sector to effectively respond to challenges of the new era, and to enhance the public sector performance ...” p140

“This program is the force behind improvements of the public sector. It propagated a spirit of competition not known by governmental departments before. All managers, officials, and employees seek to compete to provide the best and win one of the awards” p141
DGEP Role

Through: seminars, forums, meetings, periodicals.

Including:
Strengths & area for Improvements

HH Sheikh Mohamed Bin Rashid Al Maktoum
Dubai Government Excellence Program

The First Comprehensive Program for Government Excellence in the world

**Vision**

To achieve world class levels of excellence in the Government sector in Dubai

**Objectives**

- Develop Government sector
- Promote cooperation & competitiveness
- Promotes concepts of Quality, Excellence and Innovation
- Provide reference for measuring development
- Motivate Government Employees

**Values**

- Fairness
- Innovation
- Transparency
- Teamwork
- Entrepreneurship
- Openness
- Integrity
- Continual Learning and Improvement
Impact of DGEP

**Before**
- Traditional, no creativity, no innovation
- Lack of Customer Focus
- Lack of motivation and competition spirit
- Lack of efficiency and effectiveness

**After**
- World class performance
- Best practices in Innovation & Creativity in government.
- Customer -focused Culture
- Development & empowerment of people
- High awareness on efficiency and effectiveness
Regional & International recognition

- UNPSA 2007- Improving service delivery

- Benchmark for 8 excellence programs in the Arab world
## DGEP Categories

<table>
<thead>
<tr>
<th>Organizational Excellence</th>
<th>Employee Excellence</th>
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</thead>
<tbody>
<tr>
<td>Distinguished Government Authority /Department</td>
<td>Distinguished Government Employee</td>
</tr>
<tr>
<td>Distinguished Government Agency</td>
<td>Distinguished Administrative Employee</td>
</tr>
<tr>
<td>Excellence Appreciation</td>
<td>Distinguished Technical Employee</td>
</tr>
<tr>
<td>Distinguished E-Government Entity</td>
<td>Distinguished Specialized/Engineering Employee</td>
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<tr>
<td>Distinguished Government Team</td>
<td>Distinguished Financial Employee</td>
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<tr>
<td>Distinguished Government Initiative</td>
<td>Distinguished Field Employee</td>
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<tr>
<td>Distinguished Technical Project</td>
<td>Distinguished New Employee</td>
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<tr>
<td>Distinguished Joint Government Project</td>
<td>Distinguished Female Employee</td>
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<tr>
<td>Best results in Customer Satisfaction</td>
<td></td>
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<tr>
<td>Best results in Employee Satisfaction</td>
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<tr>
<td>Distinguished Government Entity in financial performance</td>
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DGEP Special Awards

Total 19 categories
DGEP Institutional Excellence Model

(Results)

(Key Performance Results) (%15)
(2)

(People Results) (2) (%10)

(Customer Results) (2) (%15)

(Society Results) (2) (%10)

(Process) (%10)
(5)

(Enablers)

(People) (%10)
(6)

(Policy & Strategy) (4) (%10)

(Partnership & Resources) (5) (%10)

(Leadership) (%10)
(7)

(Innovation & Learning & Transparency)
Other DGEP Initiatives

1- Mystery Shopping:
A program where a number of trained people visit government entities disguised as customers and evaluate the services that they get based on a pre-set criteria.

2- Customer Satisfaction Survey
A questionnaire-based survey where opinions of government customers are surveyed during face-to-face meetings or online.

3- Employee Satisfaction Survey
A questionnaire-based survey where opinions of government employees are surveyed during face-to-face meetings.
Government Customer Satisfaction Index

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>2005</td>
<td>63</td>
</tr>
<tr>
<td>2006</td>
<td>69</td>
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<td>2007</td>
<td>73</td>
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<td>2008</td>
<td>80</td>
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<tr>
<td>2010</td>
<td>83</td>
</tr>
<tr>
<td>ACSI</td>
<td>75</td>
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</tbody>
</table>

Overall Customer Satisfaction Index
Other DGEP Initiatives

5- Documentation of Success Stories
6- Excellence Magazine
7- Training Seminars
8- Dubai forum for best practices
9- Self Assessment Program

…….. The journey continues
As a result of our research and analysis, BSI’s view of the DGEP is that it is the main contributor to the culture of quality and excellence that exists throughout the Government of Dubai.

The DGEP has been in place for 10 years and is the first comprehensive government excellence program that can be found around the world.

From a list of 5 Government initiatives in Dubai, the DGEP is rated as having the greatest impact on the Dubai Government Departments.
88.90% of Department representatives stated that the DGEP assists them in **the realisation of the vision of HH Sheikh Mohamed Bin Rashid Al-Maktoum**

85.70% of Department representatives stated that the DGEP assists them in **meeting the objectives of the Dubai Strategic Plan**

93.29% of Department representatives stated that the DGEP assists them in **improving the performance and results of the Dubai Government sector**
Every morning in Africa…

The Gazelle wakes up knowing that it has to run faster than the fastest Lion….

Otherwise it will be killed
And every morning in Africa…
The Lion wakes up knowing that it has to run faster than the slowest Gazelle…
Otherwise it will starve to death

It doesn’t matter if you are a Lion or a Gazelle. You have to run faster than others

To Survive

“My Vision” HH Sheikh Mohamed Bin Rashid Al-Maktoum Book
“We are more than willing to share our experience with the world”

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