1 government excellence programs in the world established in 1997
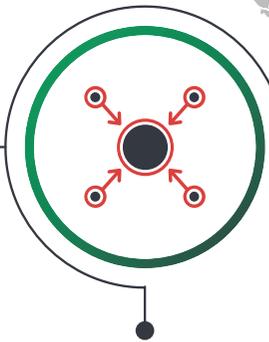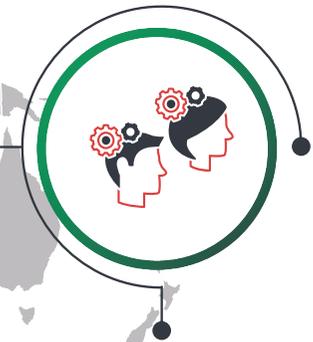
Set standard and incentivize excellence in Government

Act as a global knowledge and Innovation hub

Advise Dubai leadership on gov't excellence

DGEP in the leader's vision

- "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"

- HH Sheikh Mohammed Bin Rashid Al Maktoum Vice President and Prime Minister of the UAE and Ruler of Dubai quoted from his book 'My Vision'

DGEP Role at a Glance

Measure and Assess

Set Aims, Develop
Criteria and Initiatives

Learn and Share
Knowledge

Awareness, Training
and Support

Reward & Recognize

Responding to Covid-19

Organizational Agility

Business Continuity

Caring for our people

Leading Globally

Responding to Covid-19

The current global crisis has once again revealed the shortcomings of the current global approach to Risk Management and the need to rethink management through the crisis

✔ What needs to change?

✔ How should we do it differently?

✔ How do we begin?

Change in World view

In an invited commentary about the current Global Crisis, former Governor of the Bank of England, Mark Carney, says in a recent issue of '*The Economist*' that

"We are entering a world in which firms will be expected to prepare for black swans by valuing anti-fragility .. and planning for catastrophe."
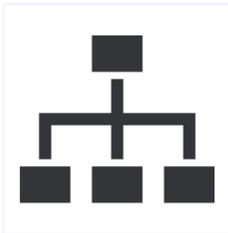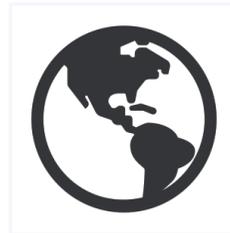
Did our Current Global Risk Management System Fail?

Do We Need to Rethink Management Through the Crisis

**What is wrong with the current approach to Risk Management?**

Why does it deal poorly with the current global crisis?

Current Global Risk Management & Organizational Excellence

✅ Risk Management is today both a great success, an impressive achievement, and a notable failure. It works, and it doesn't work. It saves lives and property, and it fails to save lives and property. It helps and it hinders.

✅ There are notable flaws in ISO 31000 & other risk management standards

▶ E.g. if you cannot conceive of a Risk, then it is excluded

▶ So, cannot deal with Black Swans

▶ Places no emphasis on Precautionary Principles.
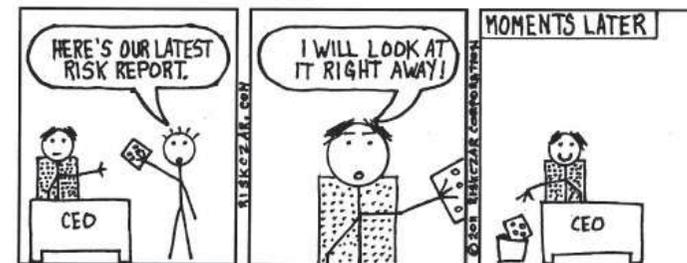
Current Global Risk Management & Organizational Excellence

- ✓ Numerous repeated and well publicised failures of Risk Analysis and Management

- ✓ Inherent Flaw in the Approach: *Much of Risk Analysis and Management as we know it today is part of the problem, not of the solution*

- ✓ **Reactive** Approach – Uncertainty & Risks **will** occur; we need to **predict** & reduce/contain it.

  ▶ We have to be able **to conceive the risk**.

- ✓ Ignores aspects of the internal and external conditions in the system, including its **complexity** and **loading**, & assumes **stability**.

- ✓ Assumes **full timely information, critical awareness** & **senior management attention**

- ✓ Assumes no "**Black Swans**"

Risk Management & Current Global Crisis

- There are also specific issues of how systemic risks such as Global Crises are incorporated within risk management systems.

- Despite the progress of Risk Management, it is not common organizational practice today for organizations to proactively monitor & manage its response to an emerging Crisis.

- Many organizations only become somewhat proactive when, sometime after initiation, the Crisis enters the propagation or contagion phase. At this point, industry guidance, regulator requirements or government entreaty may precipitate organizational action.

- Unfortunately, this may be somewhat late, even in high risk situations.
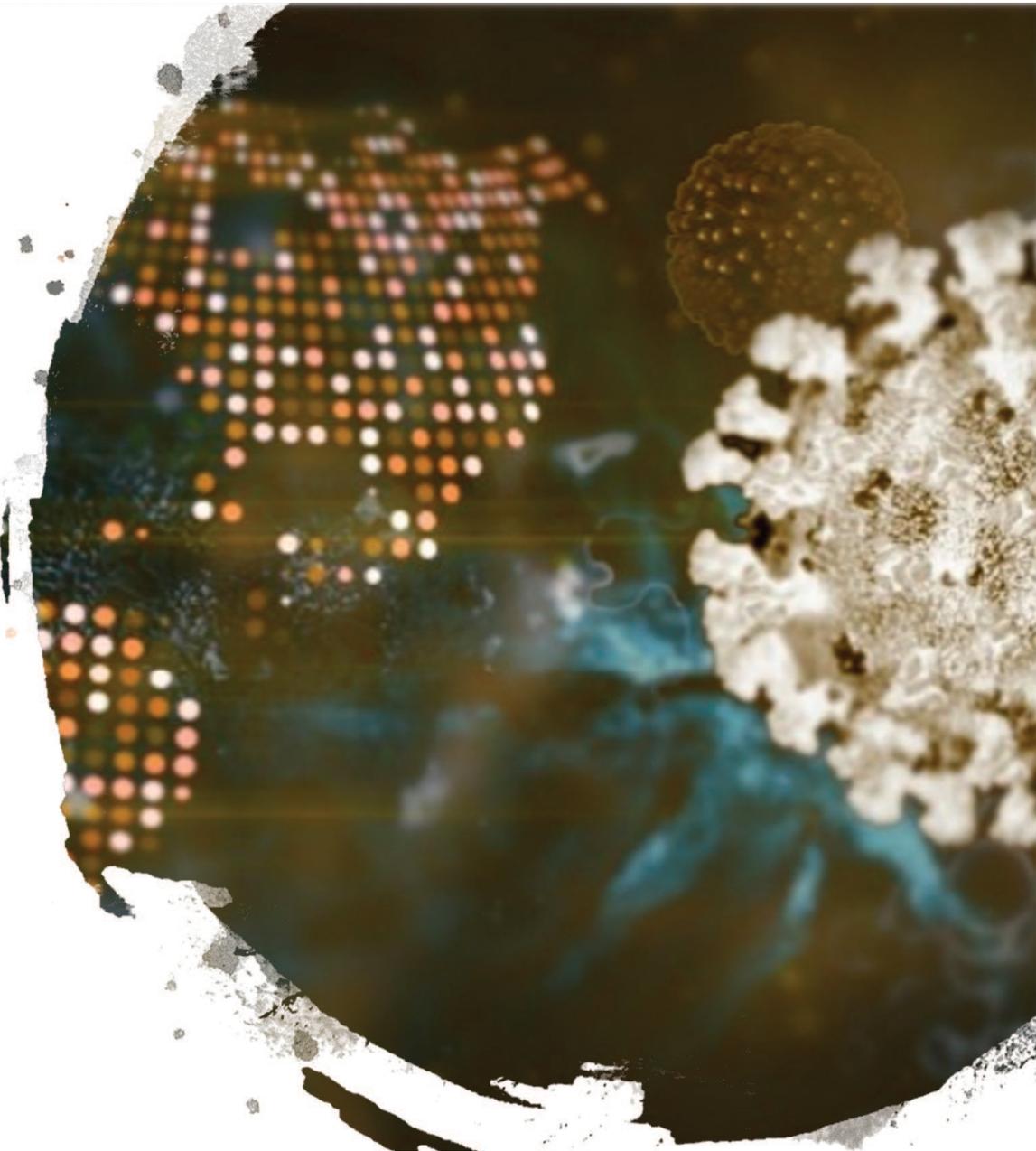
Are we ready for the next pandemic?

For example, despite:

✔ Clear warning of the next global pandemic going back at least a decade

✔ Early warning of the emerging threat within China at the beginning of the year

✔ Explicit evidence of the pandemic starting to spread internationally

✔ Clear emergence into a global phenomenon, and subsequently

✔ little organizational attention was given to it, or responsive actions instigated, by many organizations until instructed or asked to do so by central government authority as *'the fat hit the pan'* at the last of the above phases.

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Our Organizations must be more agile

What is Organizational Agility?
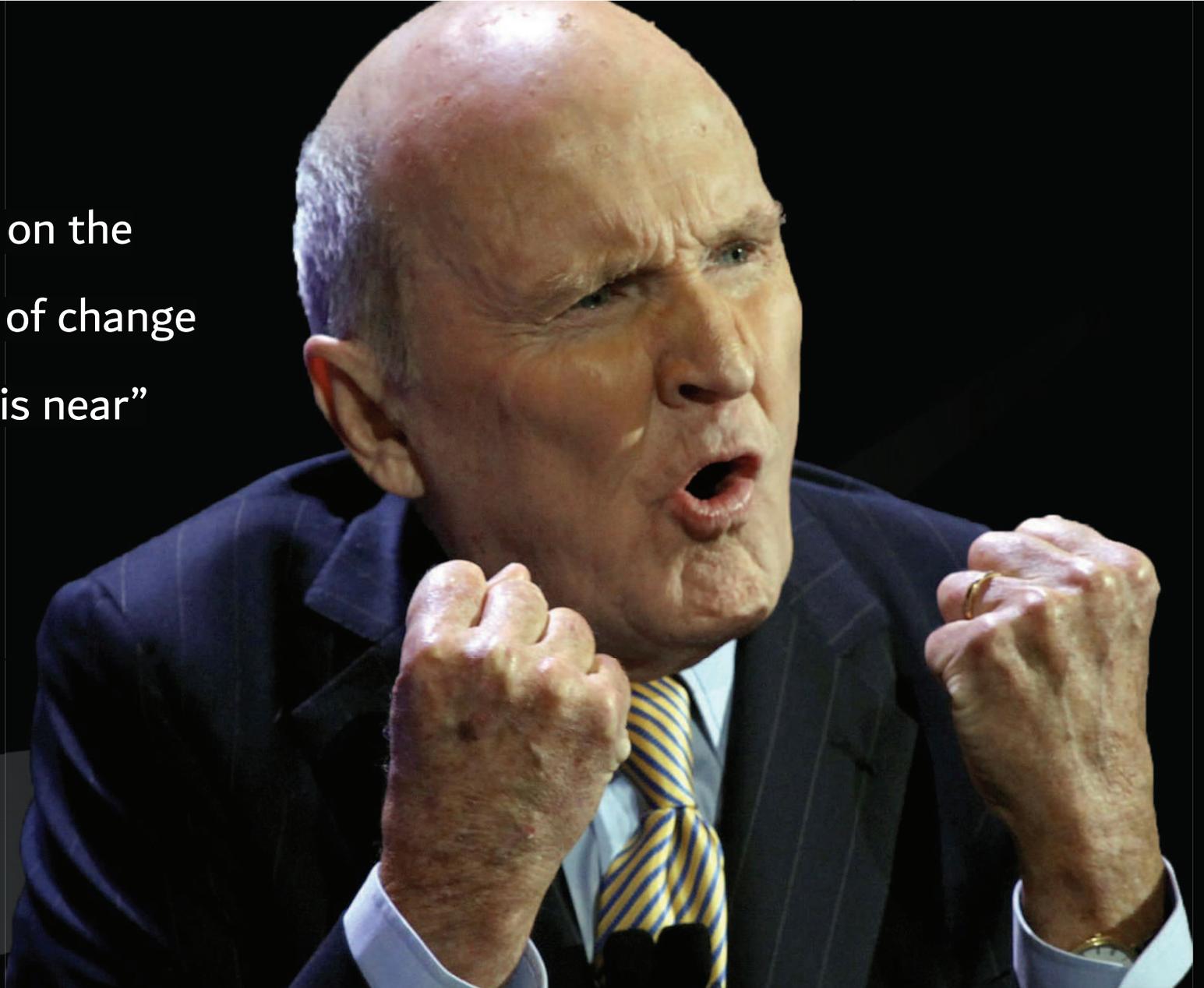
Your plan

Reality

Ability to Adapt

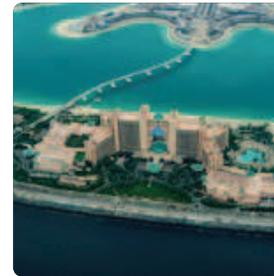"If the rate of change on the outside exceeds the rate of change on the inside, the end is near"

Jack Welch

Organizational Agility Definitions

"The entity's ability to quickly respond to changes in its, externally and internally environment, and seize opportunities to achieve leadership (DGEP Elite Model)

"Ability of an organization to respond efficiently and effectively to both proactive and reactive needs and opportunities on the face of an unpredictable and uncertain environment" (Dove, 2001)

"Excellent organizations are widely recognized for their ability to identify and respond effectively and efficiently to opportunities and threats" (EFQM, 2013)
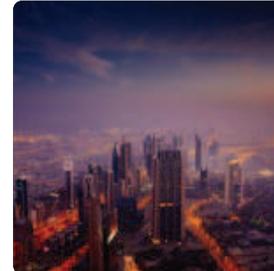
"Agility is a dynamic organization design capability that can sense the need for change from both internal and external sources, carry out those changes routinely, and sustain above-average performance" (Worley et al., 2010)

Organizational Resilience

The organization's ability to **absorb and adapt** in a changing environment to enable it to deliver its objectives and to **survive** and prosper.

More resilient organizations can **anticipate and respond** to **threats** and (seize) **opportunities**, arising from **sudden** or **gradual** changes in their internal and external context.

ISO 22316:2017

Our definition of Organizational Agility Implies having organizational strength to withstand pressures and shocks in addition to improvement after that
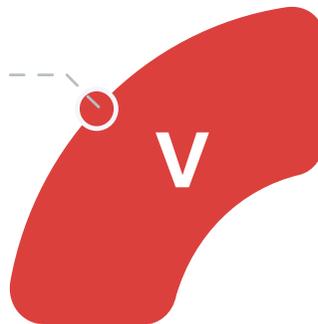

✔ **It does not matter much whether you label your organization as agile, resilient or anti-fragile**

✔ **What matters most is what you apply from those features on the ground**

When do we need Agility?

Volatility

Volatility and change for the worse steadily and rapidly

Complexity

Factors and causes are interrelated and overlapping and are affected by each other

Uncertainty

It is not possible to ascertain the relationship between cause and effect in any of the problem elements and hence the difficulty of forecasting
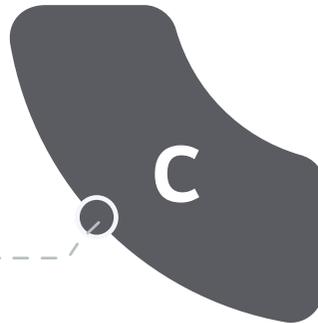
Ambiguity

Inability to explain what is happening or having more than one possible explanation

V   U
C   A

Why Organizational Agility?

Time Acceleration	Emerging Technologies	Fierce Competition	Innovation	Customer Expectation	Knowledge
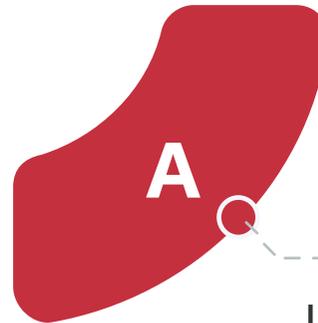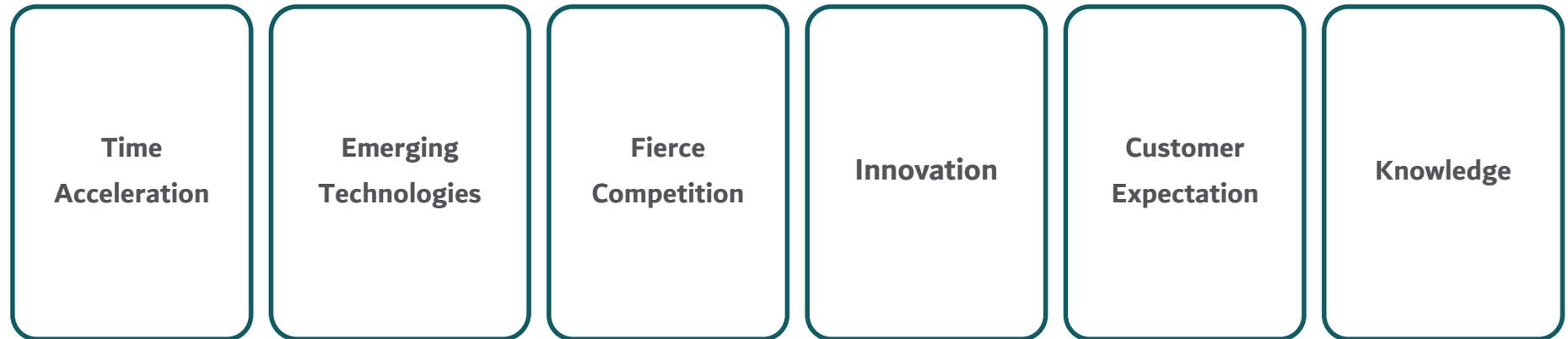
Organizational Agility

An integrated system to work with organizational agility

Analyze data, information and facts

Effective and comprehensive risk management plan

Culture that promotes innovation, encourages cooperation and adopts future solutions

Continuous monitoring and prediction of internal and external changes

Effective and fast decision-making mechanisms

Agile systems, processes people and capabilities

Capabilities and readiness to create solutions to challenges and seize future opportunities

Investing in success and learning from lessons learned

Distinguished leadership capabilities in change management and communication

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Agile Vs. 'Non-Agile' Organizations

Agile

- Ambitious, Continuously improving
- Curious, sensing opportunities and risks
- Dynamic risk management plan
- Avoiding bureaucracy, promoting flexibility in all systems and practices
- Taking precautionary measures but not over doing it.
- Prevailing Team work and learning culture
- Failing often and fast
- Leveraging on diversity

Non-Agile

- Traditional, no entrepreneurship
- Individual approach
- Late actions and non-transparent decision making process
- Overstressing on cost efficiency
- Ignorance of the external and internal environment
- High bureaucracy, slow work cycles
- Over controlling, bad change management
- Unjustified dependence on outside capabilities

The Key Elements

It is not possible to have an organizational agile without having a work environment characterized by cooperation, collaboration and acceptance of change

Success stories

مركــز التحكـــم والسيطــرة
لـمكافحة فيـروس كـــورونــا
COVID-19 Command and Control Center

DEWA ensured 24/7 Uninterrupted Customer Service Provision

Dubai Electricity & Water Authority has gone through a successful journey and great experience during COVID-19 in achieving its strategic directions in terms of high availability and reliability of Water & Electricity Supply, stakeholders happiness as well as operation efficiency which was achieved through analyzing its capabilities before COVID-19 Pandemic and the changes required to ensure all **employees' readiness** and positive behavior to work from distance, **availability of technology** supporting smooth operation with **high data security policy.**

Customer Care Center operations is an essential to DEWA and it's customers. CCC operates 24 hours with various customer touch points such as Phone, Email, Chat (Hayyak & A'shir), outbound calls and in addition Digital Video conferencing, with an average of 3,500 customers contact per day.

Using the data from Smart Meters, DEWA has given 10 % discount on monthly consumption Bills to provide ease to customers based on this unprecedented Situation

| Al–Qouz Location | Al-Qusais Location | Umm Al Ramool Location |

Examples OF DEWA CCC

Ensuring 24/7 Uninterrupted Customer Service Provision

- Classified DEWA's 26 services into 3 types (essential / support / non-essential) and collect all needed information as per TEC & DTMC requirements in coordination with Service Provider Divisions
- Assessed the status of each service, channel and its continuity
- Identified services that need customer physical visit to DEWA.
- Categorized services remotely provided (fully or partially) by DEWA employees (partially if the service requires employee field attendance)
- Provided services employees with all necessary IT devices & access to DEWA systems that empowered them to provide DEWA services remotely
- Customer Happiness Centers were converted to unmanned self-service Centers
- Customer Supports were provided through digital screens installed connecting Customer Happiness Centers (video conferencing solution)
- Frontline employees were assigned to act as Customer Care Center Agent and remotely working from Home
- *Three dedicated campaigns have been launched during the COVID-19 (Work From Distance period/crisis) to ensure customers are aware about the changes that have taken place, and to ensure their wellbeing and safety*

(DEWA achieved 95.25% Smart Adoption in March 2020 and its was increased to 98.27% in April 2020)

DEWA's Support to other Entities During the Pandemic

DEWA provided power and water supply to all the field hospitals and centers for DHA that spread all across Dubai areas before being constructed. Although, this wasn't in DEWA's plans but it was done with high efficiency

DEWA provided Dubai Police and Dubai Health Authority with qualified Universal Customer Service Stars to support their service provision due to shortage of staff after giving them the required trainings

Generators and Water Tanks were provided to Dubai Police, DHA and Dubai Municipality

Dubai Police

Agile Workforce   Reskilling 14021 employees to work on the pandemic (moving from administration to field work)

Agile Procedures   Creating 58 new work procedures and stopping 38 old procedures

Agile Services   Moving to 100% smart services in four police service center

COVID 19 Pressure on Taxi Industry

Opportunity/ challenge:

RTA has faced the following challenges in the field of taxi industry:

➤ Several taxi units are idle with a 87% drop in demand with reference to pre-COVID 19 demand.

➤ 10,000 driver work force are not utilized in these uncertain time.

On the other hand,

➤ the analysis highlighted that food/grocery supply chains were facing significant challenges to process and deliver the huge increase in orders during lockdown and RTA saw this as an opportunity to monetize its assets.

Initiative:

The challenge was solved by Partnership:

➤ Partnership with Union Coop.: RTA partnered with online shopping platforms Union Coop to deliver orders to the public through Dubai Taxi vehicles and franchised taxis.

➤ New web-based tool in partnership with HALA That leveraged the existing technology, using the web-based tool that enables taxi delivery booking to provide a grocery delivery partnership with Kitopi

Outcomes:

Customers Satisfaction

New Service and new field of play

No source of revenue

DGEP during COVID-19 Pandemic

Benchmarking initiative in managing and recovering from COVID_19

Dubai We Learn

International Benchmarking tool

200 best practices
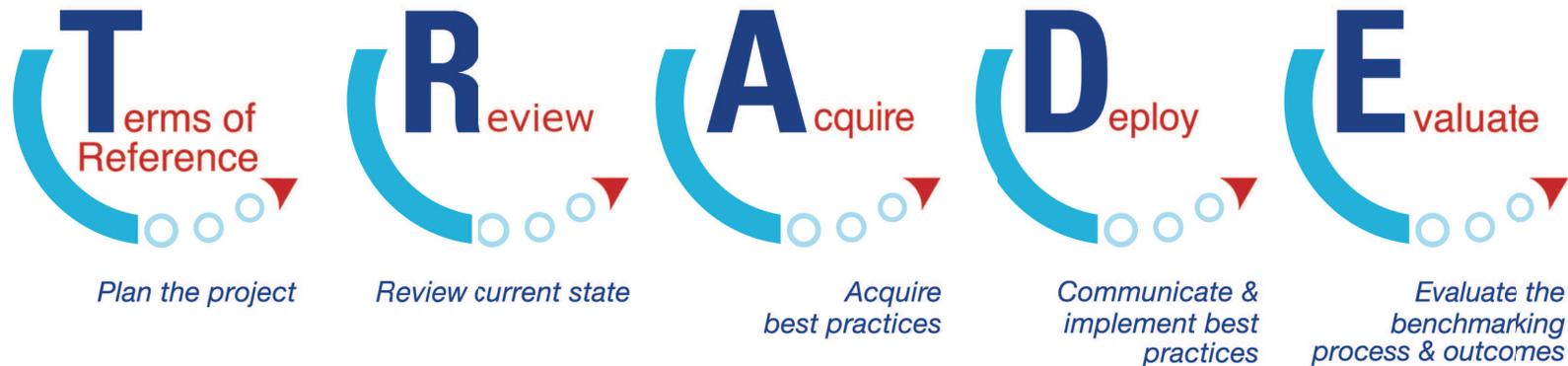
6 weeks

50 Countries

5 teams and 28 members

Best Practices report

"We are more than willing to share our experience with the world"

Questions?

TRADE Best Practice Benchmarking provides a systematic and effective approach for breakthrough improvements and sustainable change management

Terms of Reference — Plan the project

Review — Review current state

Acquire — Acquire best practices

Deploy — Communicate & implement best practices

Evaluate — Evaluate the benchmarking process & outcomes

TRADE focuses on the exchange (or "trade") of information and best practices to improve the performance of processes, goods and services.

THE EXECUTIVE COUNCIL

Dubai Government Excellence