



هيئة
الإمارات
للهوية
EMIRATES
IDENTITY
AUTHORITY



Case Study :

Human Resources at Emirates Identity Authority

A Building Block of the new Strategic Plan

Forum: “Sharing Best Practices of IIP”

Date: Tuesday 24th April, 2012

Venue: Department of Economic Development, Dubai, UAE.



- About Emirates Identity Authority
- 2010 – 2013 Strategy
- Strategic Initiatives
- Overview of HR strategies and plans



- **About Emirates Identity Authority**
- 2010 – 2013 Strategy
- Strategic Initiatives
- Overview of HR strategies and plans

Abut Emirates Identity Authority



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EMIRATES
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Emirates Identity Authority is an independent **federal government organization**, established by the presidential decree no. (2) in **2004**, tasked to develop a **national identity management infrastructure** for the government of the United Arab Emirates.

The infrastructure is envisaged to:

support e-government progress and strategic planning and **decision making** in the country. One of the key components of the infrastructure includes producing **national identity cards** to all population in the country; citizens and legal residents, that will act as the primary means through which people's identities will be **identified and authenticated** (i.e., through a unique identification number, smart card, and biometrics).

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The need for FOCUS...



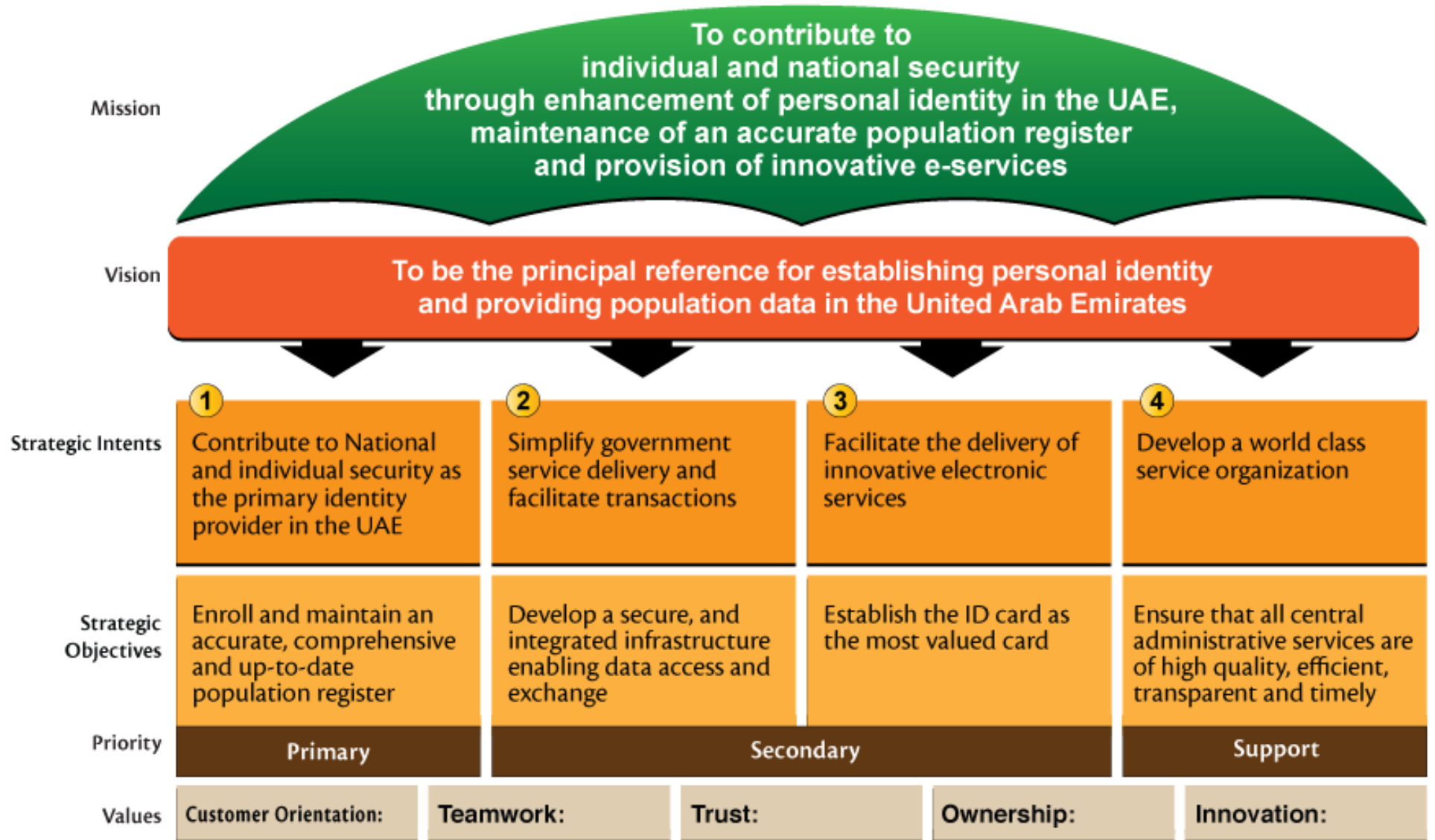
The need for FOCUS...



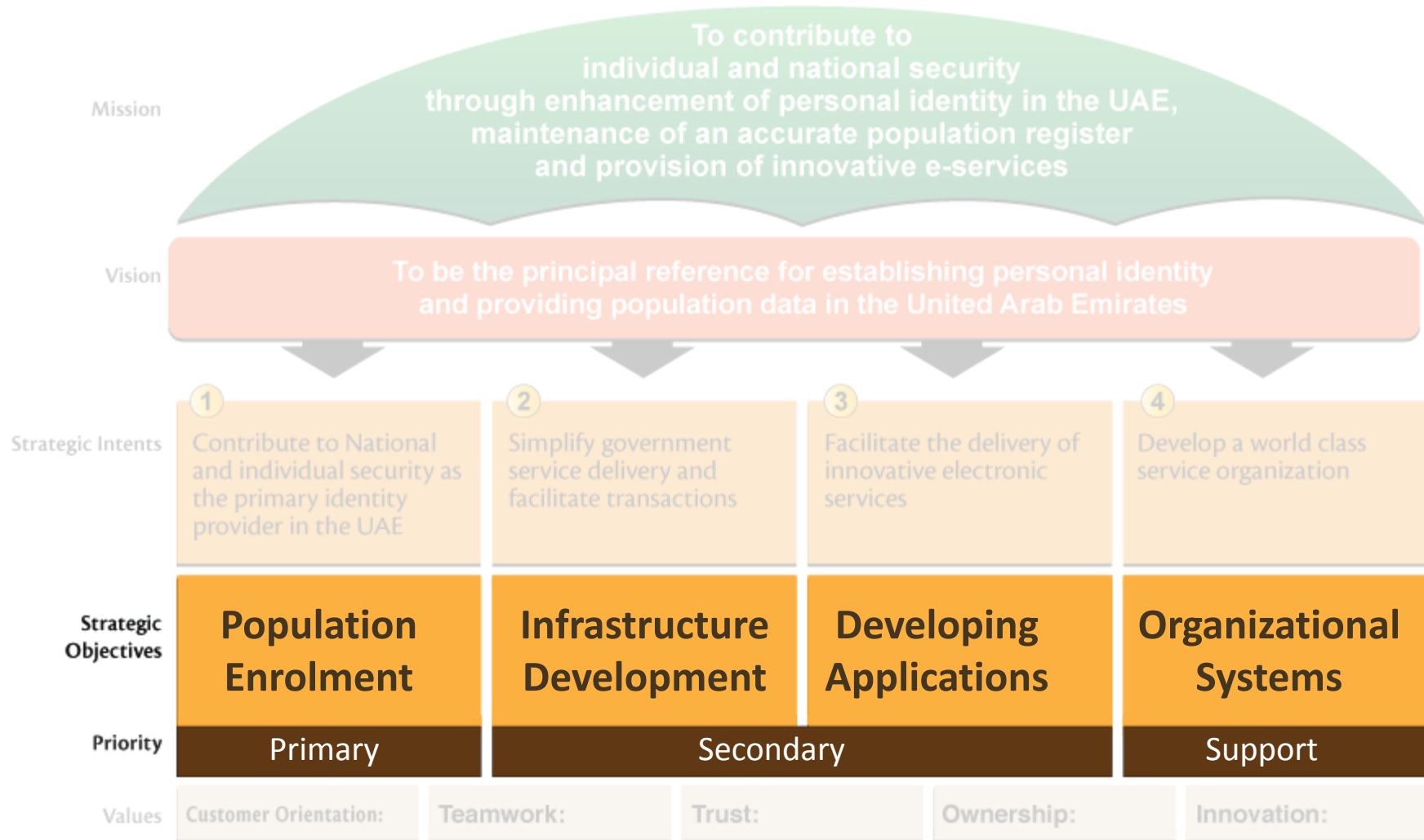
Key Strategic Components ...



Strategic Plan 2010 - 2013 ...



Strategic Plan 2010 - 2013 ...



What do you see ?



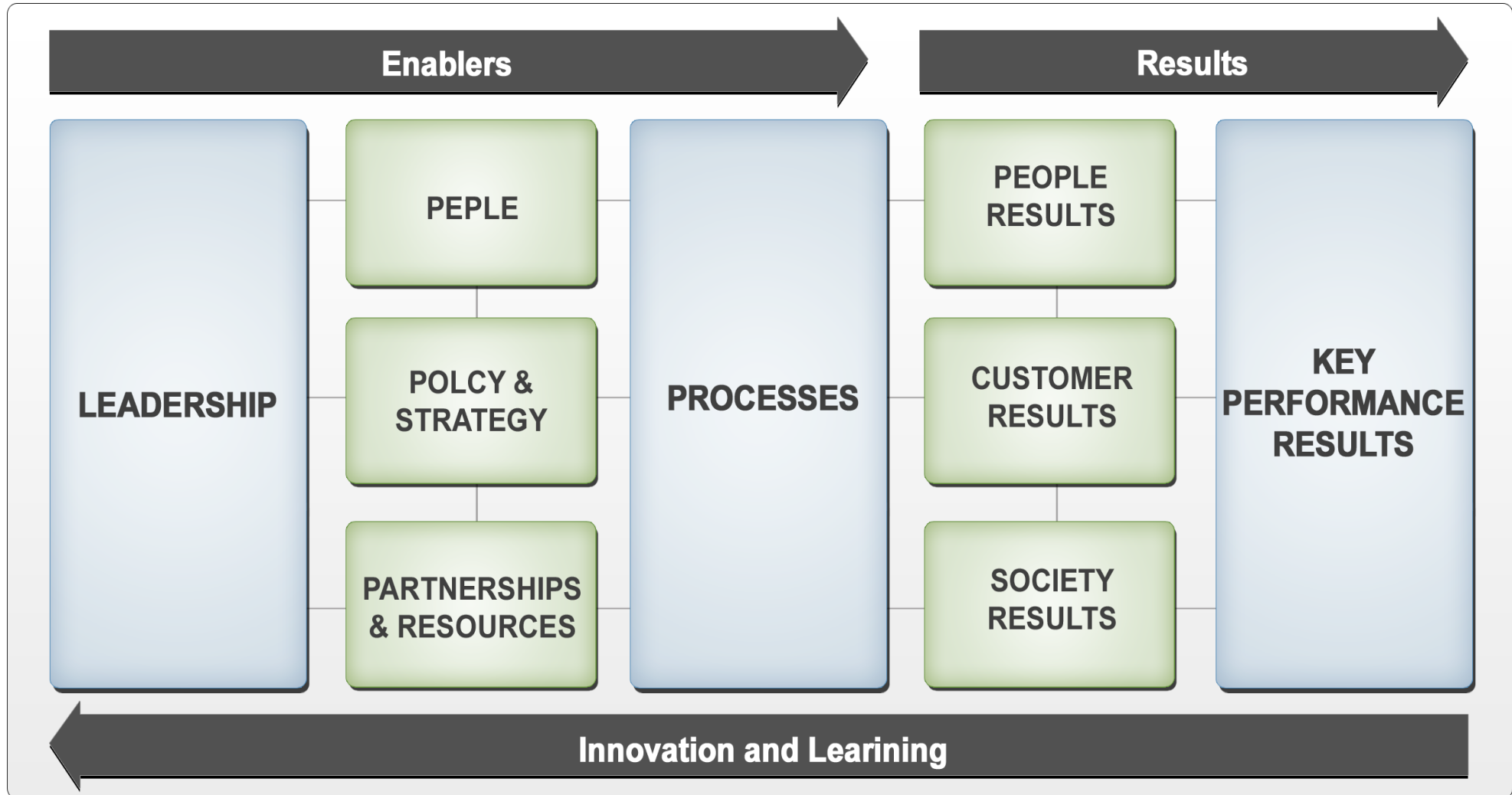
What do you see ?

Do we
see the
two
faces?



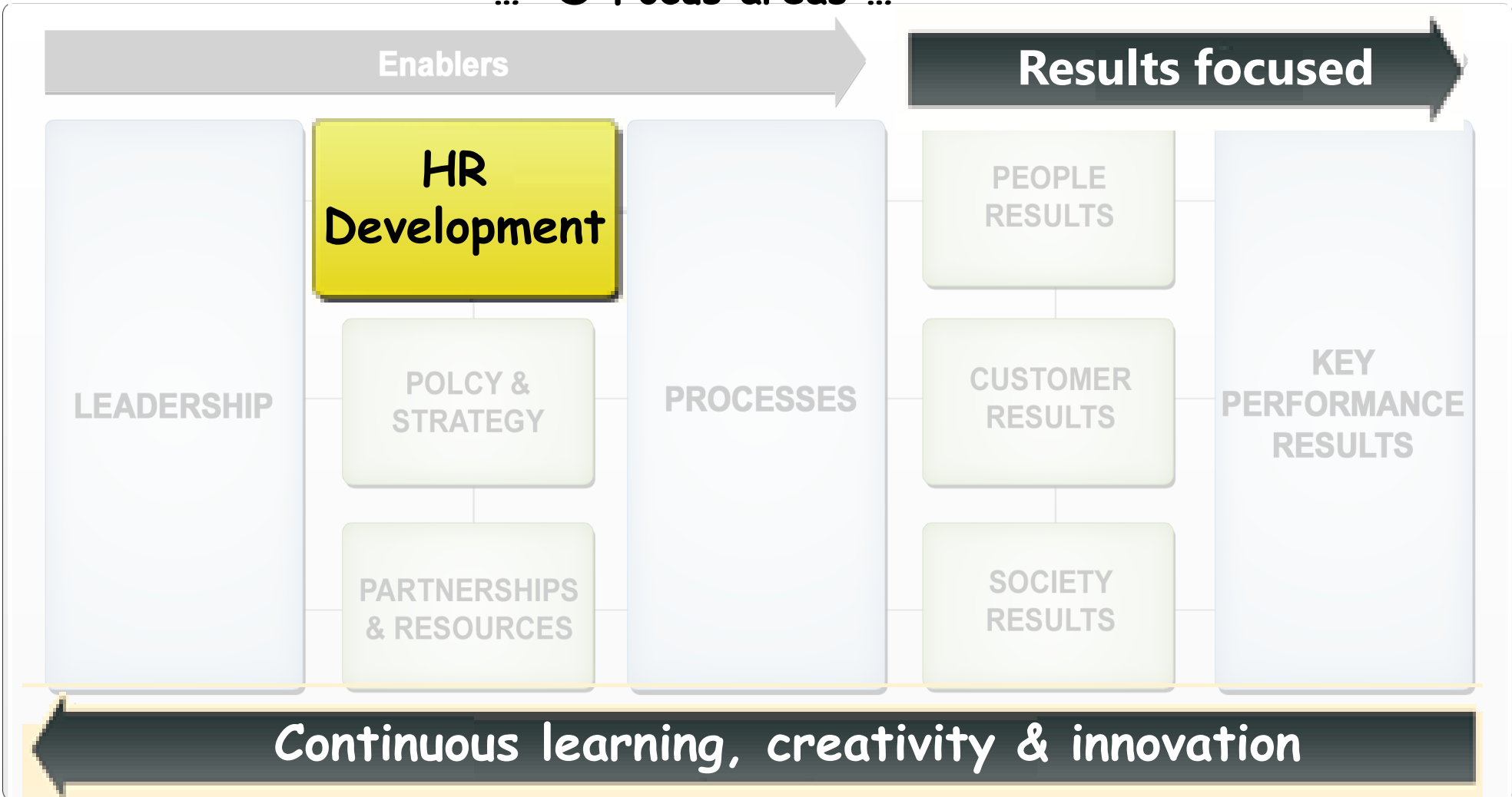
This is our **responsibility** as leadership and management, i.e., to work towards **enabling our staff to see** the other sides ... to improve their understandings of what we attempt to achieve, and work together to achieve organisational objectives.

Basing Strategy on Excellence Model ...



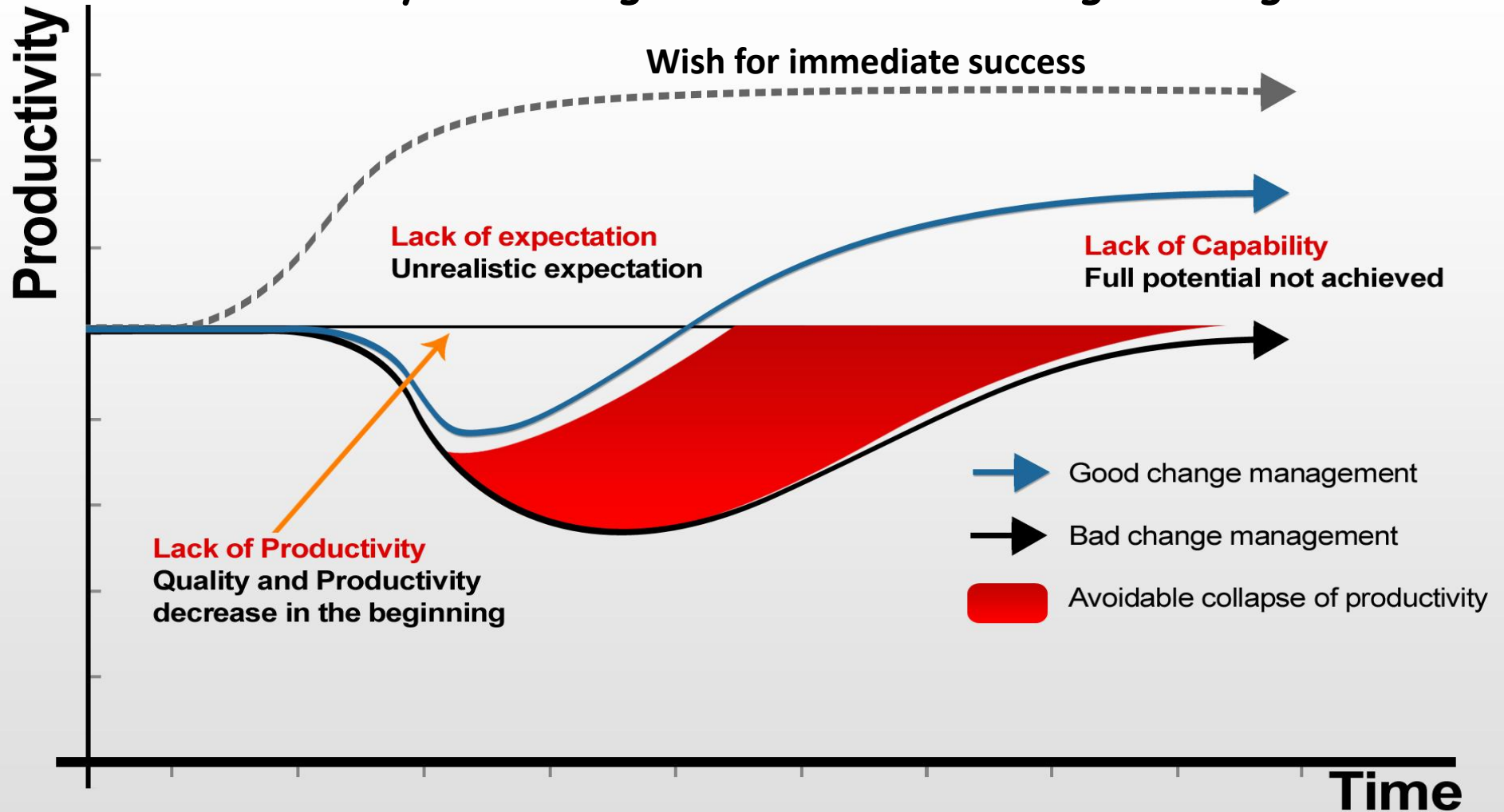
Basing Strategy on Excellence Model ...

... **3** Focus areas ...



Change Management Program ...

Productivity of an Organisational Unit during a Change



Change Management Program – Objectives ...

- Raising **Awareness**
- Supporting staff to **accept change**
- Develop staff **skills and competencies**
- Implementing the **initiatives and projects** of the **new strategy**





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Business Process Re-Engineering

- Capacity Increase: 30,000 a day
- Linking Enrolment to Services
- Linking Enrolment to Residency issuance for expats

6.6 Million people enrolled.

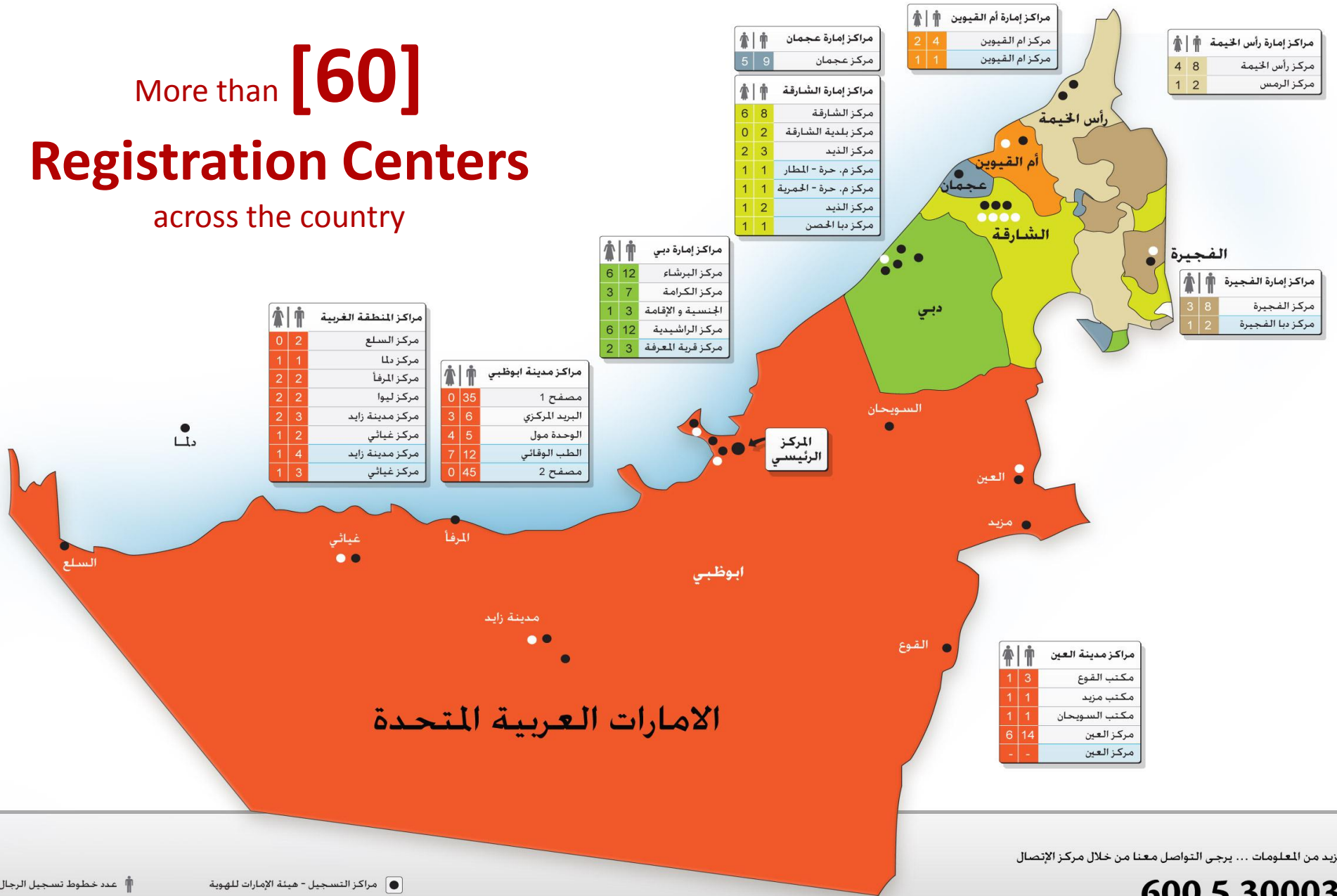
In contrast of: 1.2 million people were enrolled from 2005 to 2009

Population
Enrolment

Primary



More than [60] Registration Centers across the country



الإمارات العربية المتحدة

لمزيد من المعلومات ... يرجى التواصل معنا من خلال مركز الإتصال

600 5 30003

عدد خطوط تسجيل الرجال
عدد خطوط تسجيل النساء

مراكز التسجيل - هيئة الإمارات للهوية
مراكز التسجيل - الطب الوقائي



Redesigning Registration Centers Layout



Raising Customer Service Standards





Higher Customer Satisfaction



Superior work environment ...



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- **Overview of HR Strategies and Plans at Emirates ID**

Where do HR is positioned in our strategy ...



- **Emiratisation:** a priority of the new strategy
- Training, and career development
- Retaining skilled and competent resources
- **Evidence:** Staff Turnover, down to 3% in 2011.

Where do HR is positioned in our strategy ...



- **Emiratization:** a priority of the new strategy

99% of our staff are UAE nationals



- **Evidence:** Staff Turnover, down to 3% in 2011.

Our HR Philosophy ...Creating Knowledge workers



- effective **knowledge management** is translated into competitive advantage and profitability.

- Knowledge comes from our **HR**.

HR development plan ...



Balanced Score Card ...

Balance Scorecard is used to **monitor performance** and is constantly reviewed in **board meetings** and bi-monthly **management meetings**.



A new organisaitonal unit (**Strategy Support Office**) was established to monitor progress and key performance indicators; efficiency and effectiveness

...

Balance Score Card [HR needs] ...



Human Resource Strategies ...

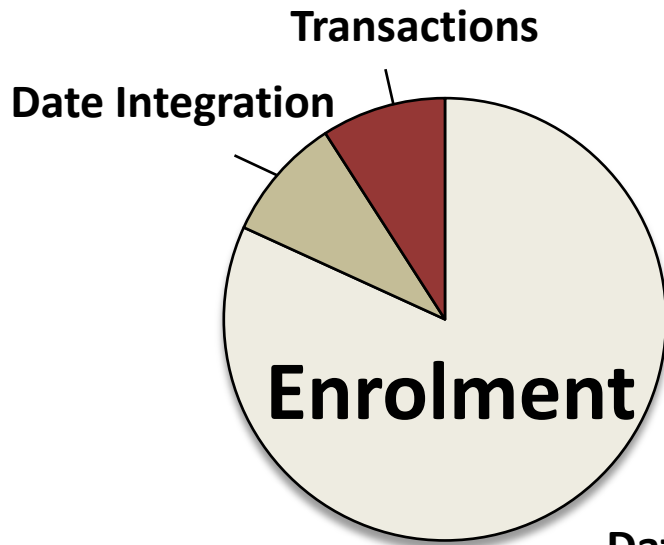


Human Resource Strategies ...

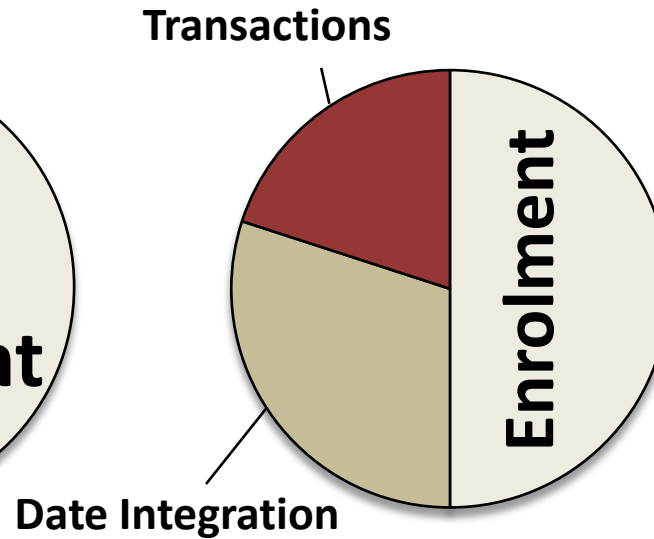


Business Operating Model ...

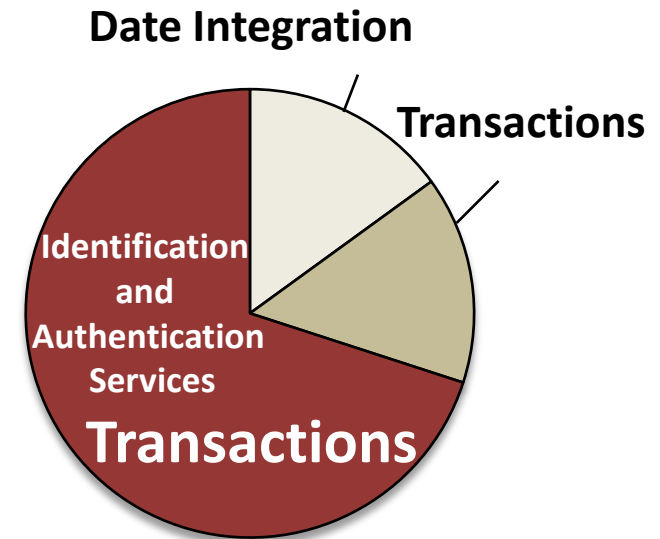
Short Term



Medium



Long Term



Expected transition in services

Our policy in attracting motivated skilled people...



HR Development Strategy ...



Strategy Driven ..

- Aligning employee **behaviour** with the **strategic objectives**.



Cooperation with academic institutions ..

- **Performance management and measurement system** is monitored against

[daily production + customer satisfaction surveys].



Cooperation with academic institutions ..

- Training and education plans are in sync with the strategy.
- Signed several agreements with universities and colleges..
- **5 Year HR development strategy:** all staff to have university degrees ..



Wages and Reward System ...

- Incentives and rewards system:

[Pay for **Performance**] +
[Pay for **Results**]



Supporting staff to innovate and be creative ...

- HR policies and bylaws are reviewed with **best practices**.



Excellence Criteria .. is based on a set of values and interrelated concepts..



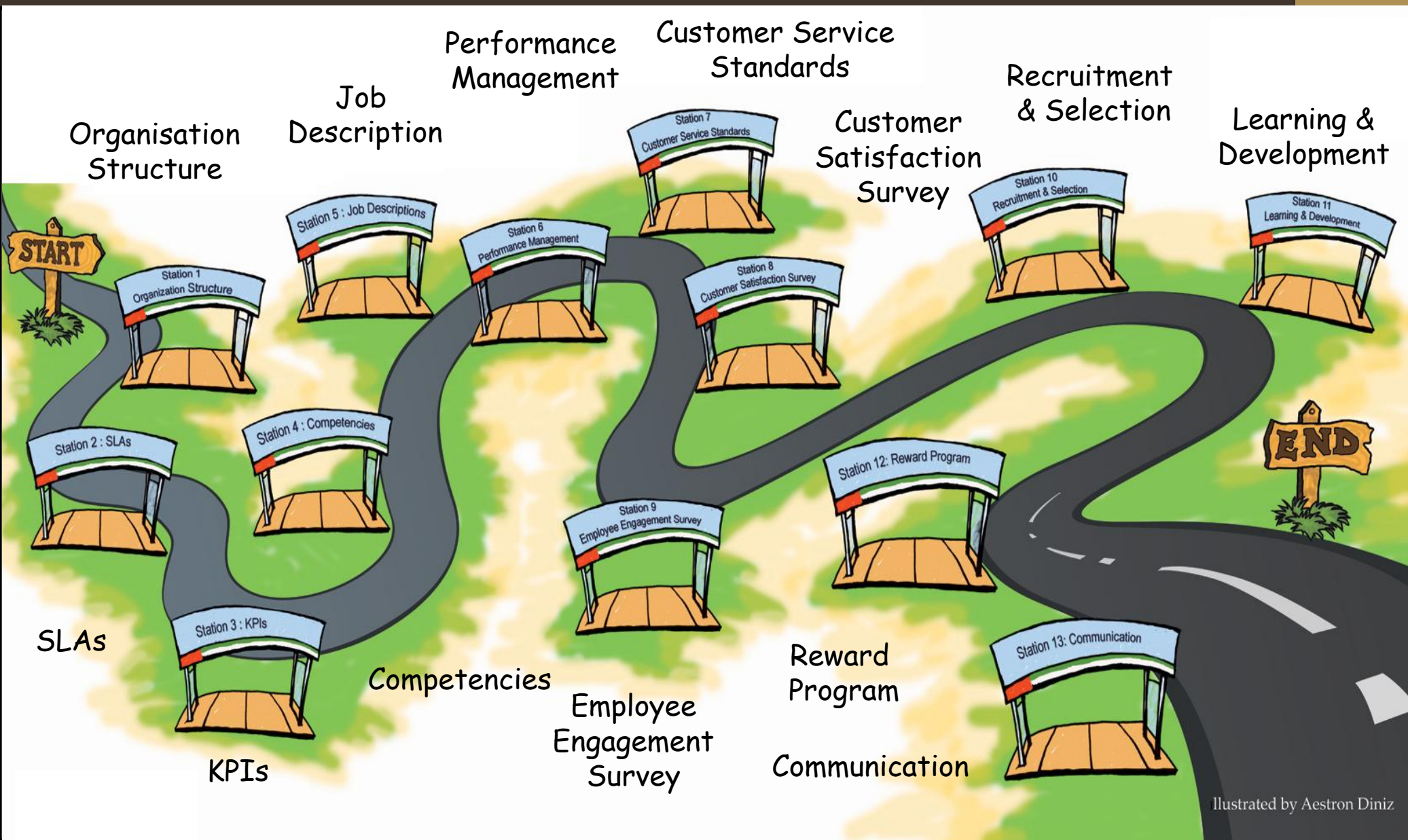
- Leadership vision
- Customer driven excellence
- Organisational & personal learning
- Measuring performance and rewarding employees and partners
- Agility
- Focus on the future
- Managing for innovation and creativity
- Management by fact (Field)
- Social responsibility
- Focus on Results
- Systems thinking perspective

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Customer Service Development Program ..



Illustrated by Aestron Diniz

Customer Survey Results ...

Customer Satisfaction & Mystery Shopping

nielsen



Very satisfied: 53%
Satisfied: 30%

Customer Satisfaction Survey



Very satisfied: 49%
Satisfied: 32%



Selection ..

Expectations of performance through
leading by example

Every single person is **responsible** and a contributing member of the team

Setting and communicating high standards, training to meet them, and being demanding.

Accomplishment **Recognition** - in its many forms

Communication .. Communication .. Comm ...





و ه = تتكرراً