Partners In Building UAE's Security & Economy

Our Vision: Provide an integrated and advanced personal identity management system that contribute to the transformation of the government and the economy and promotes security and global competitiveness of the UAE.

KNOWLEDGE MANAGEMENT

Driving a Knowledge Economy [Emirates ID Case Study]

5th Annual Conference – KM Middle East 2014
Conference Theme: Knowledge in Action: Moving from theory to practice
10–12 March 2014 | Dubai, United Arab Emirates

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Agenda

- Introduction to Knowledge Management (KM)
- KM - How?
- KM - Models
- KM - leading to Innovation [Emirates ID Case]
- Concluding Remarks

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Agenda

- **Introduction to Knowledge Management (KM)**
- KM - How?
- KM - Models
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- Concluding Remarks

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Knowledge Management

Knowledge Management in the corporate world is indeed seen as a **moronic activity with buzz words!!**

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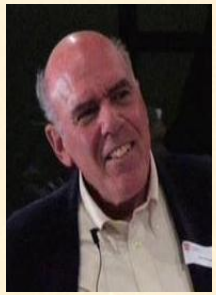
What is Knowledge?

Knowledge is **justified true belief**.

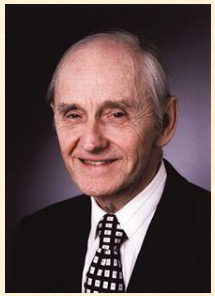
Knowledge is a fluid **mix** of framed **experience**, **values, contextual information** and expert insight that provides a **framework** for evaluating and incorporating new experience and information. It originates and is applied in the minds of knowers. In organizations it often becomes embedded not only in documents or repositories but also in organizational processes, practices and norms.

Knowledge is **information in action.**

Ayer, A.J. (1956) *The Problem of Knowledge*.



Davenport, T.H. & Prusak, L (1998). *Working Knowledge*.



O'Dell C. & Grayson Jr., C.J. (1998). *If only we knew what we know.*

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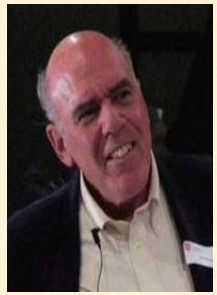

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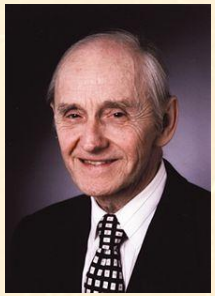

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What is Knowledge?

Knowledge is

what we know ..

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Agenda

- Introduction to Knowledge Management (KM)
- **KM – How?**
- KM - Models
- KM - leading to Innovation [Emirates ID Case]
- Concluding Remarks

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So, What DO we Know?

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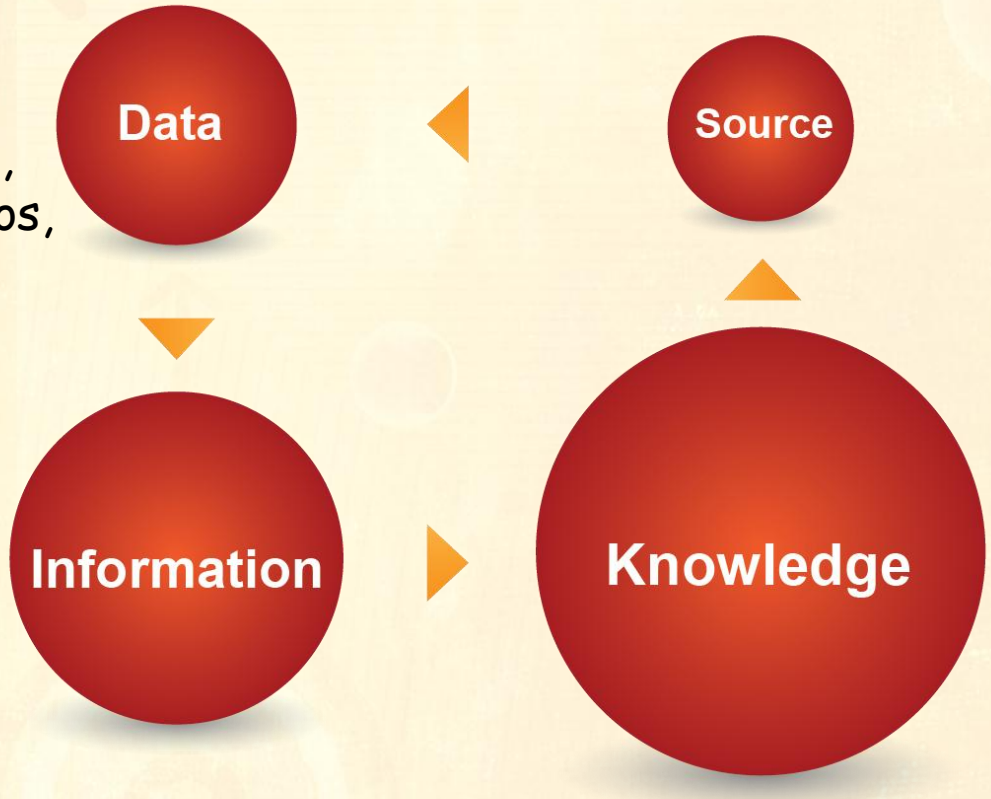
Knowledge Recycle

We know....

raw figures, records, text, phrases, videos, speeches etc.



processing data either by our **implicit** knowledge or by external means to decipher this data into **meaningful information**.

information used in a **context** constitutes the Knowledge. This knowledge gets into a **repository** and becomes a **source for further data**.

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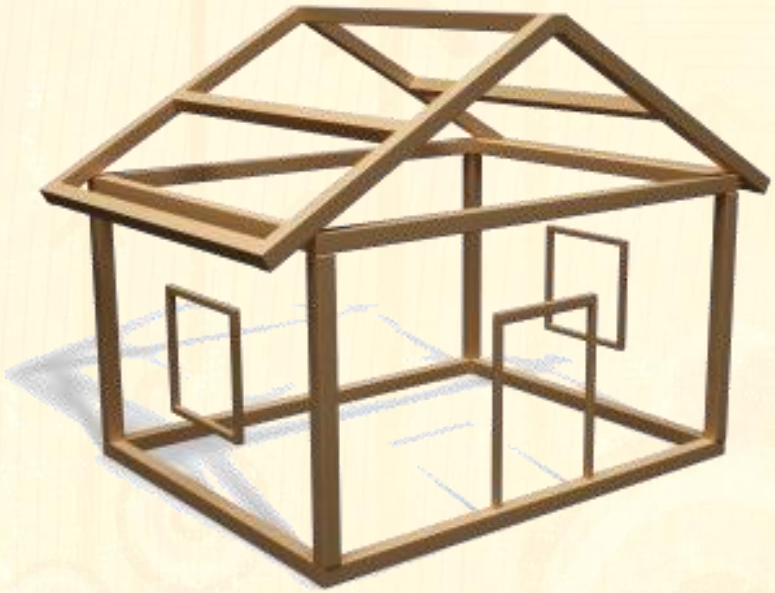
Our Definition of Knowledge Management



.. is a **framework** of information **sharing & dissemination** leading to effective **decision-making**, enabling **creativity** & **innovation.**

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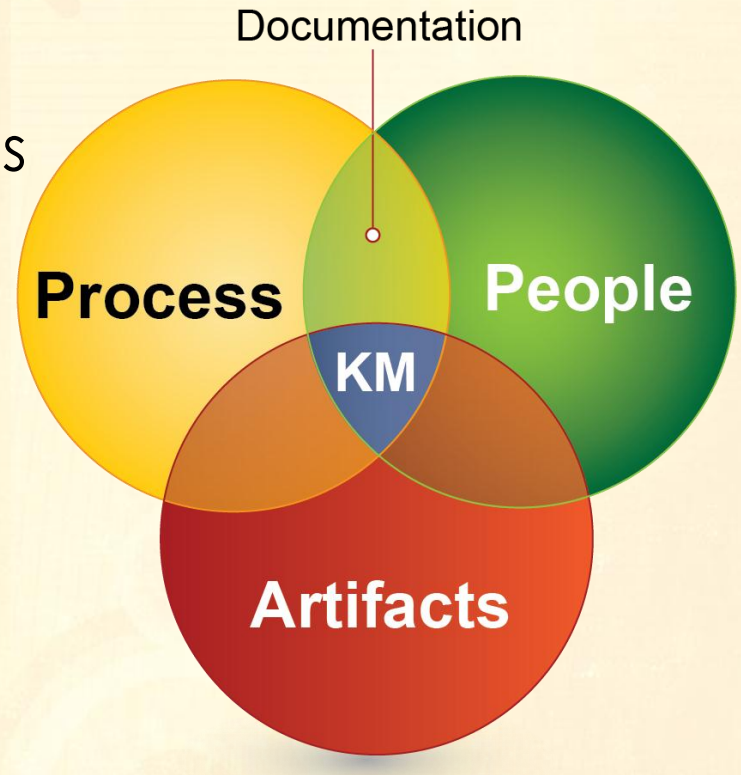
Knowledge Management Focuses on:

.. & technologies by which knowledge is **created, maintained & accessed.**



.. who **create & use** knowledge

.. by which knowledge is **stored** & **disseminated** (manuals, databases, intranets, books, heads).

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Agenda

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Basic Knowledge Types

comes from **structured data** and structured **sources**.

Implicit knowledge

- Informal and unstructured
- Sensory and Perceptional
- In-grained – born with
- Memory
- Inherent
- Personal

either **inherent** knowledge or **acquired** by reasoning or learning

Explicit knowledge

- Formal and Structured
- Electronic Databases
- External Documents
- Acquired
- External
- Public

use of this knowledge **decisions** & perform **actions**.

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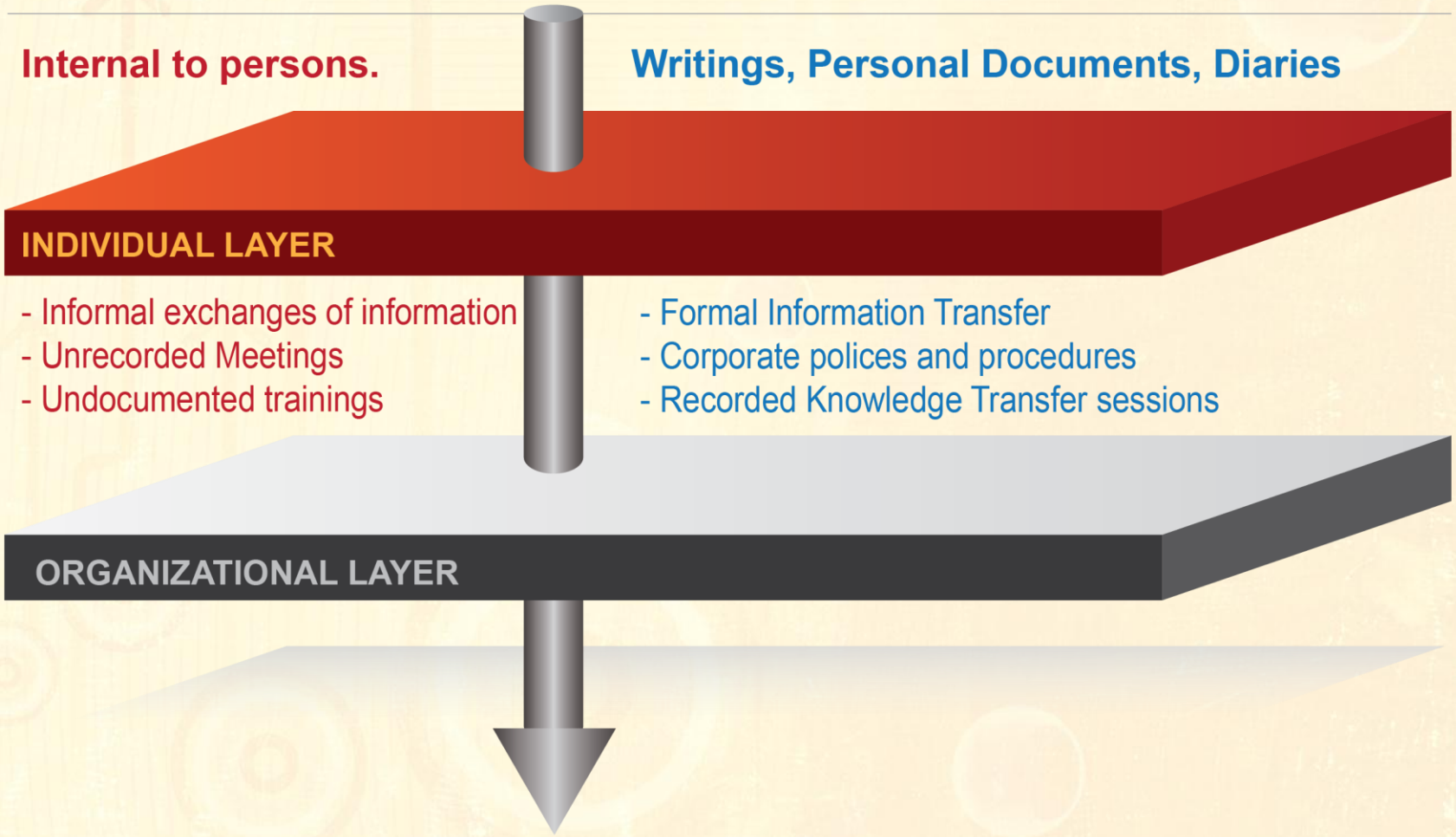
Layers of knowledge



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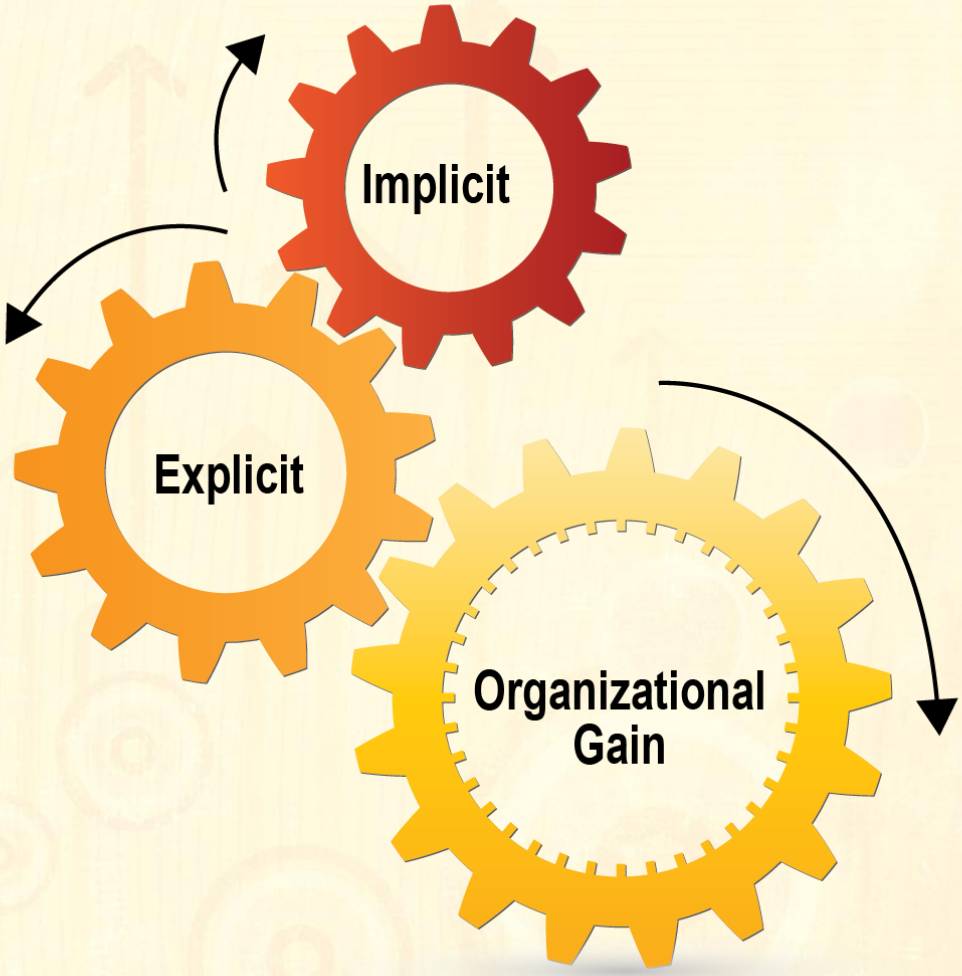
Knowledge Transformation



KM … a **practice** that needs to be **implemented consciously** to **harness the true benefits** of knowledge and its utilization in the organization !

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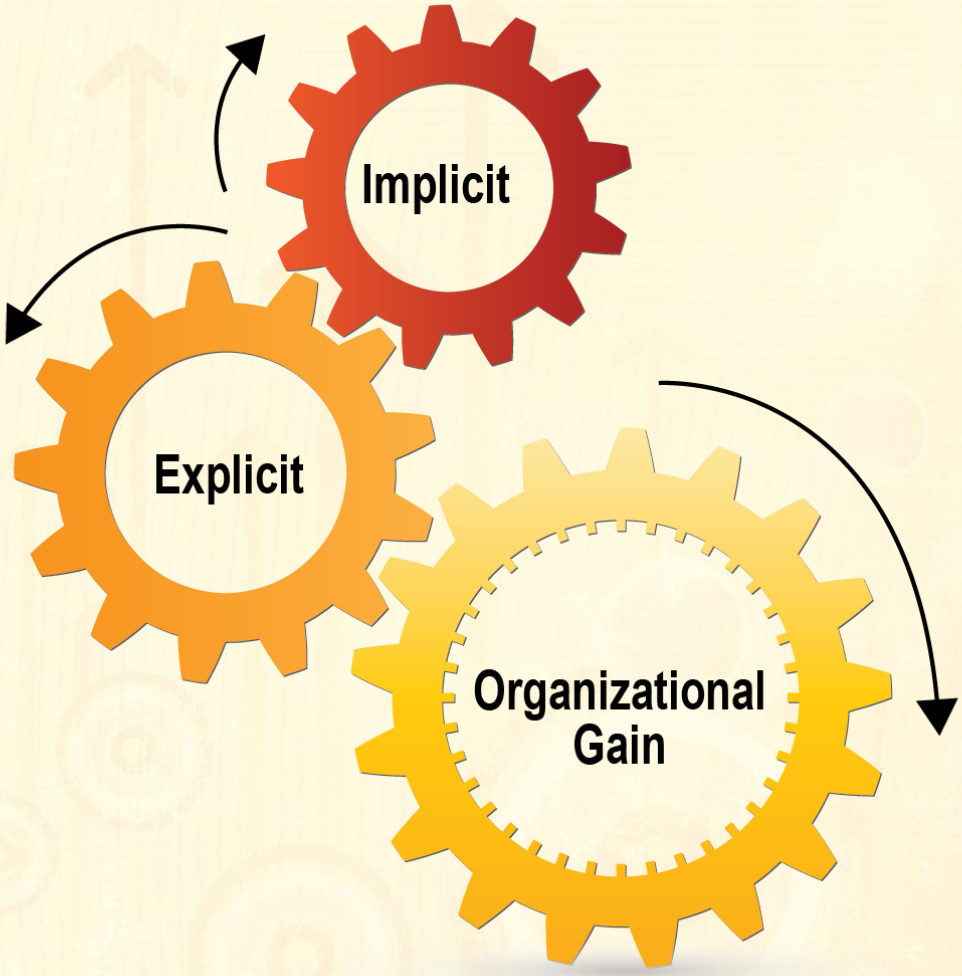
Knowledge Transformation



- **Efficiencies**
- Better **performance**
- Better **quality decisions**
- Staff **empowerment**
- Less **training cost**
- Etc.

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KM Strategy at Emirates ID

WHAT?

HOW?

WHO?

WHY?

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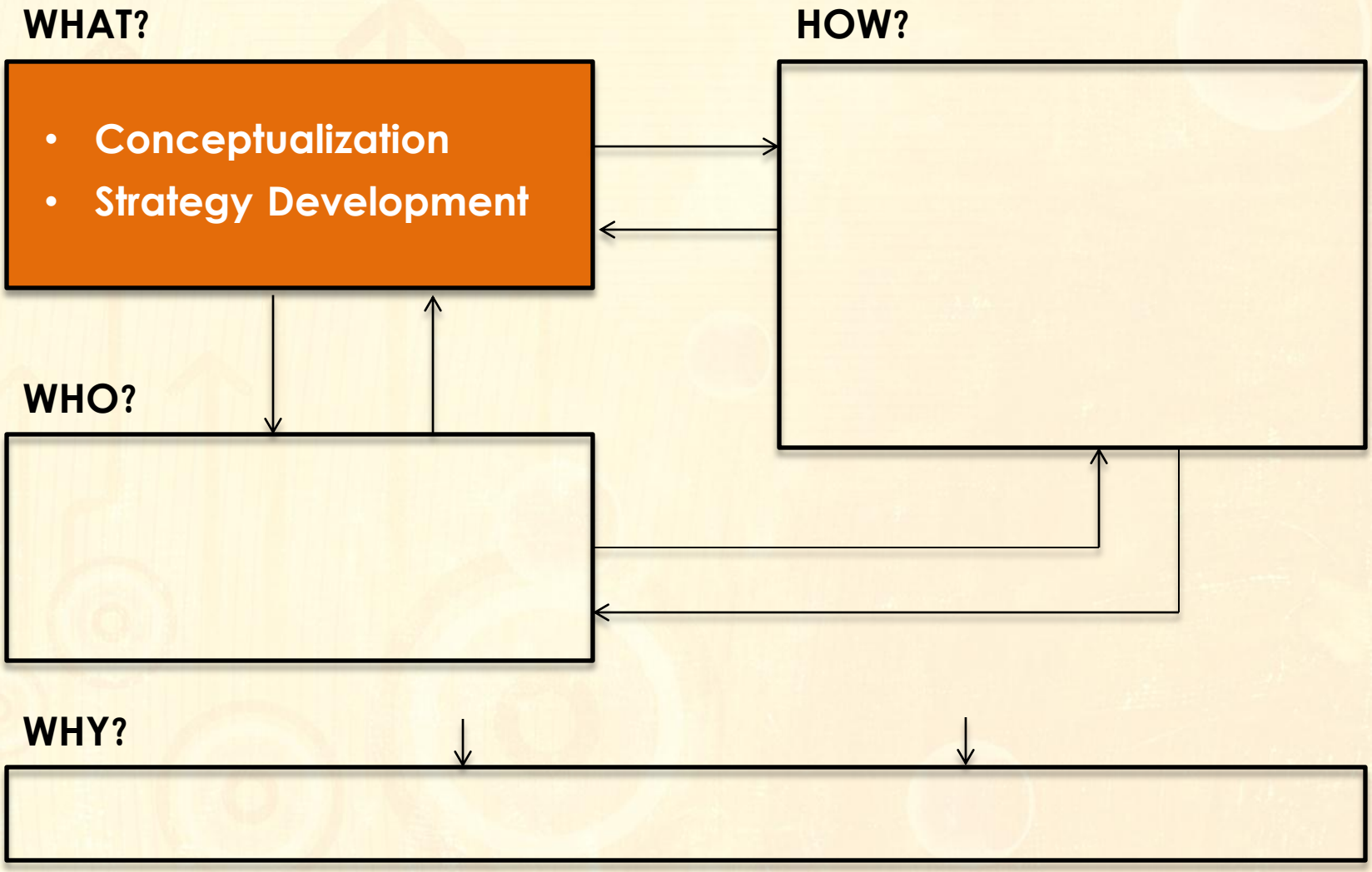
KM Strategy at Emirates ID



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KM Concept at Emirates ID

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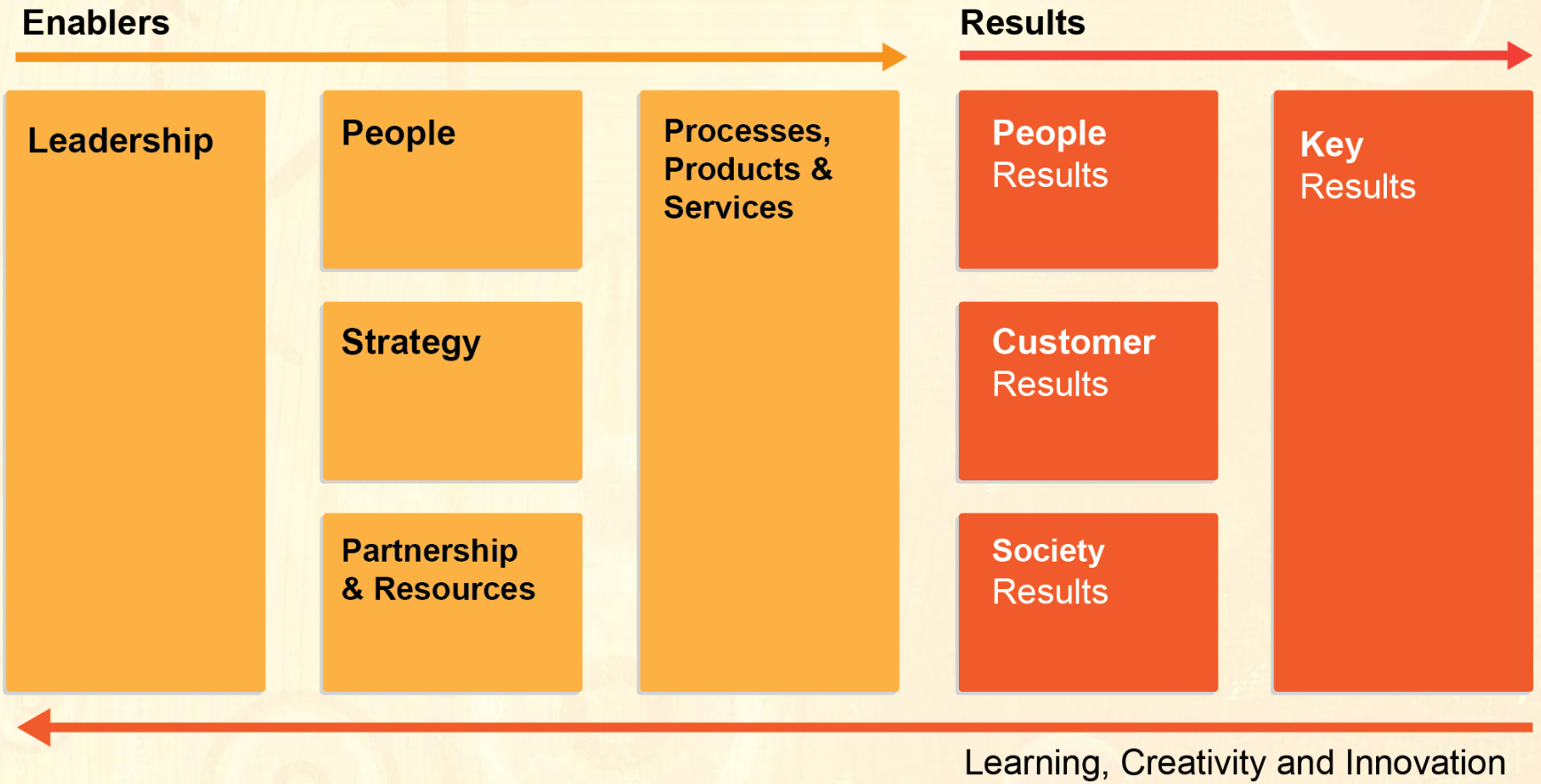
Relying on EFQM model as guiding principles



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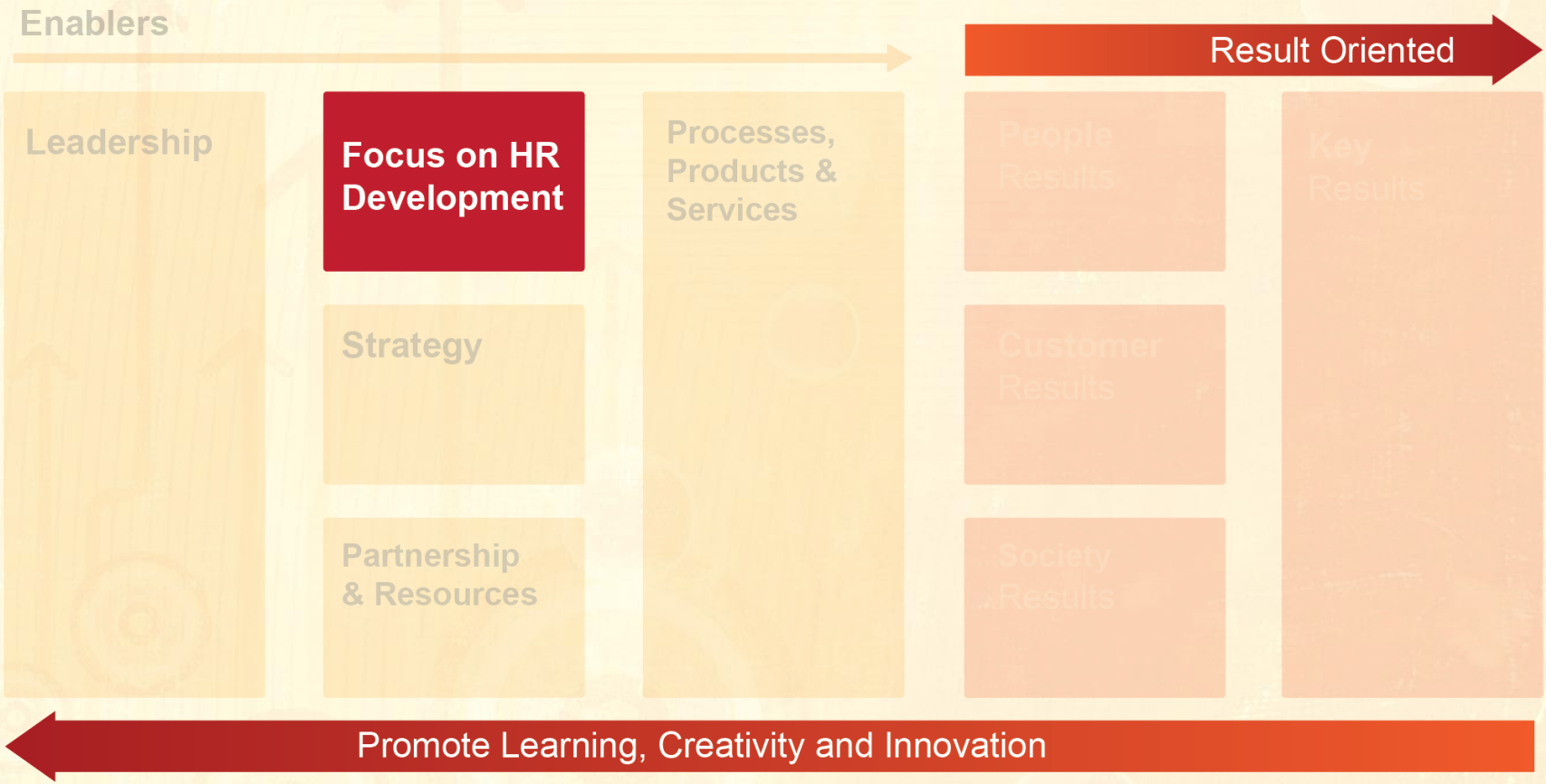
Relying on EFQM model as guiding principles



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Strategy Development: Starting Point

Strategy 2010–2013

Mission

To contribute to individual and national security through enhancement of personal identity in the UAE, maintenance of an accurate population register and provision of innovative e-services

Vision

To be the principal reference for establishing personal identity and providing population data in the United Arab Emirates

	1	2	3	4
Strategic Intents	Contribute to National and individual security as the primary identity provider in the UAE	Simplify government service delivery and facilitate transactions	Facilitate the delivery of innovative electronic services	Develop a world class service organization
Strategic Objectives	Enroll and maintain an accurate, comprehensive and up-to-date population register	Develop a secure, and integrated infrastructure enabling data access and exchange	Establish the ID card as the most valued card	Ensure that all central administrative services are of high quality, efficient, transparent and timely
Priority	Primary	Secondary	Secondary	Support

Values

Customer Orientation: | Teamwork: | Trust: | Ownership: | Innovation:

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Strategy Development: 2nd wave ..

Strategy 2014–2016

Why do we exist?

Establish, Manage And Authenticate Personal Identity In The UAE

Mission

What's our final Destination?

Provide an integrated and advanced personal identity management system that contributes to the transformation of the government and the economy and promotes security and global competitiveness of the UAE

Vision

What are our coordinates for the next 3 years?

Where should our crew focus their efforts during this journey?

1 RELIABILITY

Ensure the application of the **highest quality, currency and privacy** of personal data in the population register

- 1.1. Focus on data accuracy & integrity
- 1.2. Shift focus from mass enrollment to enhancing operational quality
- 1.3. Enhance understanding of customers' service requirements

2 INTEGRATION

Reinforce & expand the uses of the identity card in the various sectors in the state & activate it as **a key reference in the authentication and validation of personal identity**

- 2.1. Offer authentication & validation services through multi-channel delivery
- 2.2. Extend service enablement beyond public sector of UAE
- 2.3. Progress Emirates ID's brand & educate public on capabilities & services

3 ENABLEMENT

Support decision-makers with accurate and innovative solutions related to population demographics

- 3.1. Conduct "innovative" analysis to provide new & high-demand services linked to population demographic
- 3.2. Leverage current assets to enable government decision making

Strategic Objectives

4 EFFICIENCY, EFFECTIVENESS AND EFFICACY

Ensure that all administrative services are delivered in accordance with the standards of quality, efficiency & transparency

What will enable us to do so?

- 4.1. Promote organizational excellence & learning
- 4.2. Consolidate Emirates ID as a self-sufficient & sustainable organization
- 4.3. Develop talent focusing on enhancing customer satisfaction
- 4.4. Further leverage strategic partnerships

Value

Commitment to Quality | Integrity & Accountability | Innovation | Confidence | Team work | Customer Centricity

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Knowledge Management & Innovation Strategy

.. crafted specific **strategy** to deal with how the organisation will **tackle KM & Innovation**.. it explains the **objectives, roadmap & alignment** with upper **organizational strategy.**

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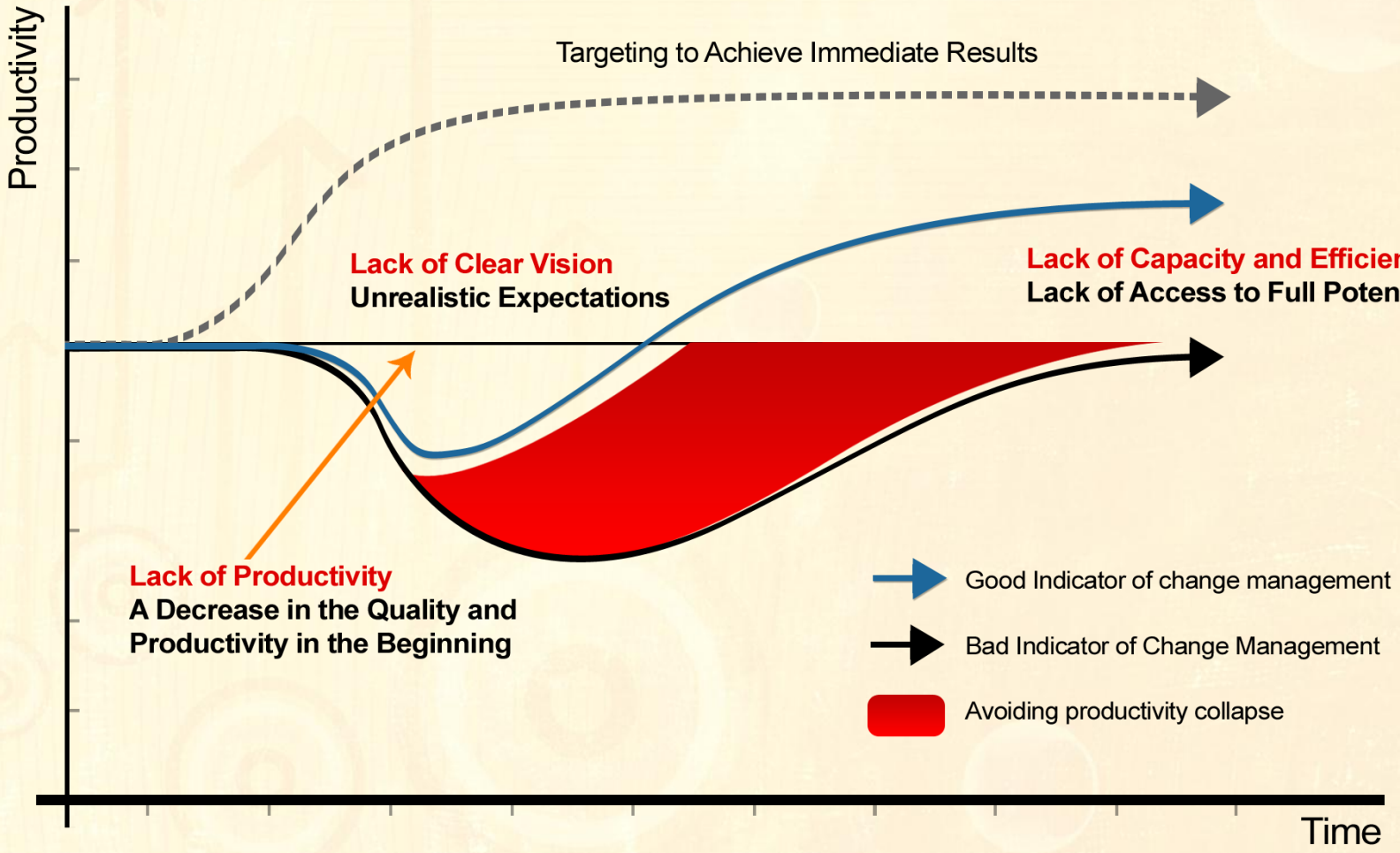
Change Management

Organizational Units Productivity during Change Stages



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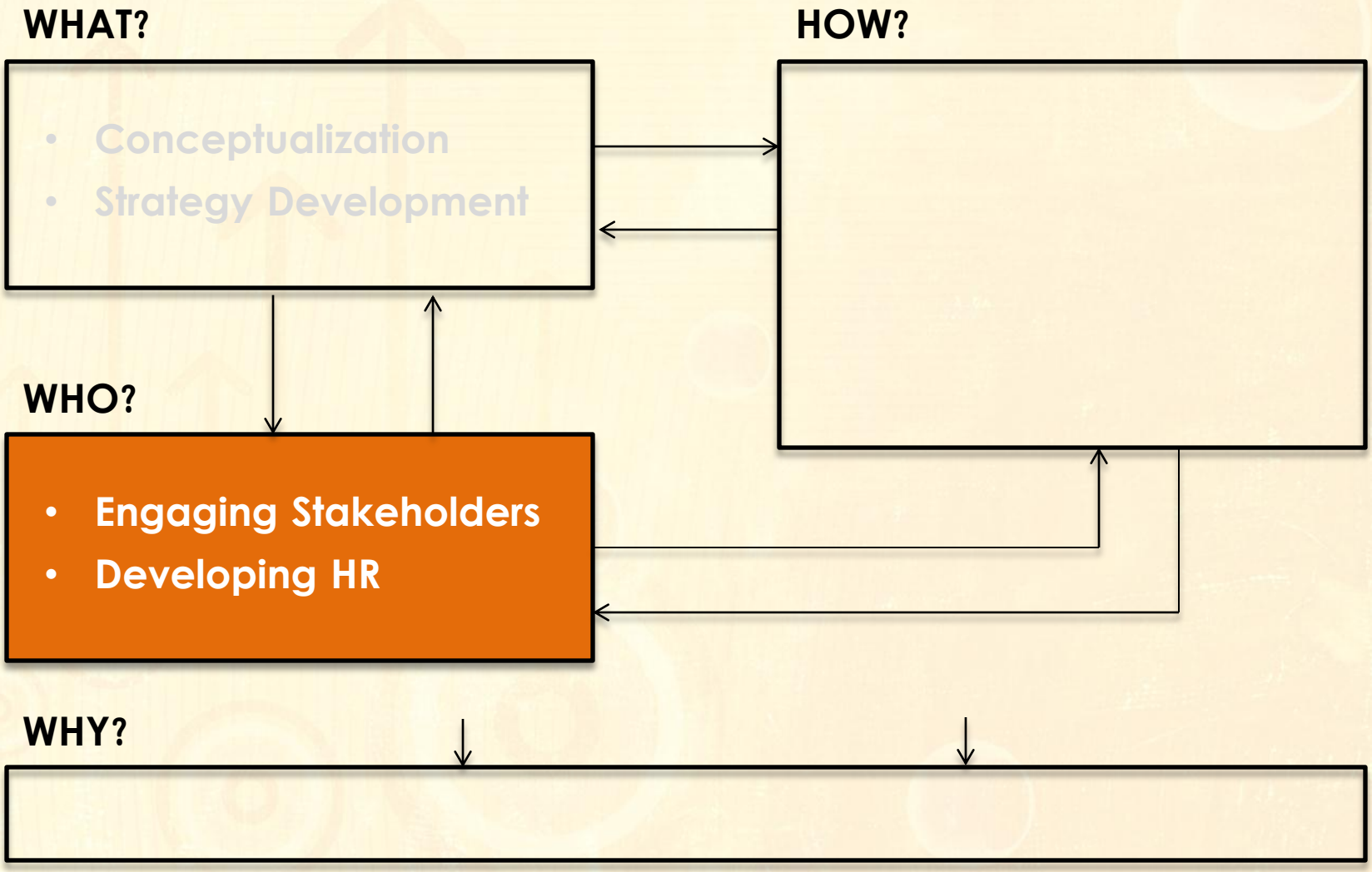
KM Strategy at Emirates ID



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Engaging Employees, Partners, and Customers

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Developing Human Capital

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Cooperation with Academic and Professional institutes

- Signed joint cooperation **agreements** with many **universities & training institutions**, & created **learning & funding opportunities**.

- Training & education plans that are in sync with the authority strategic roadmap.

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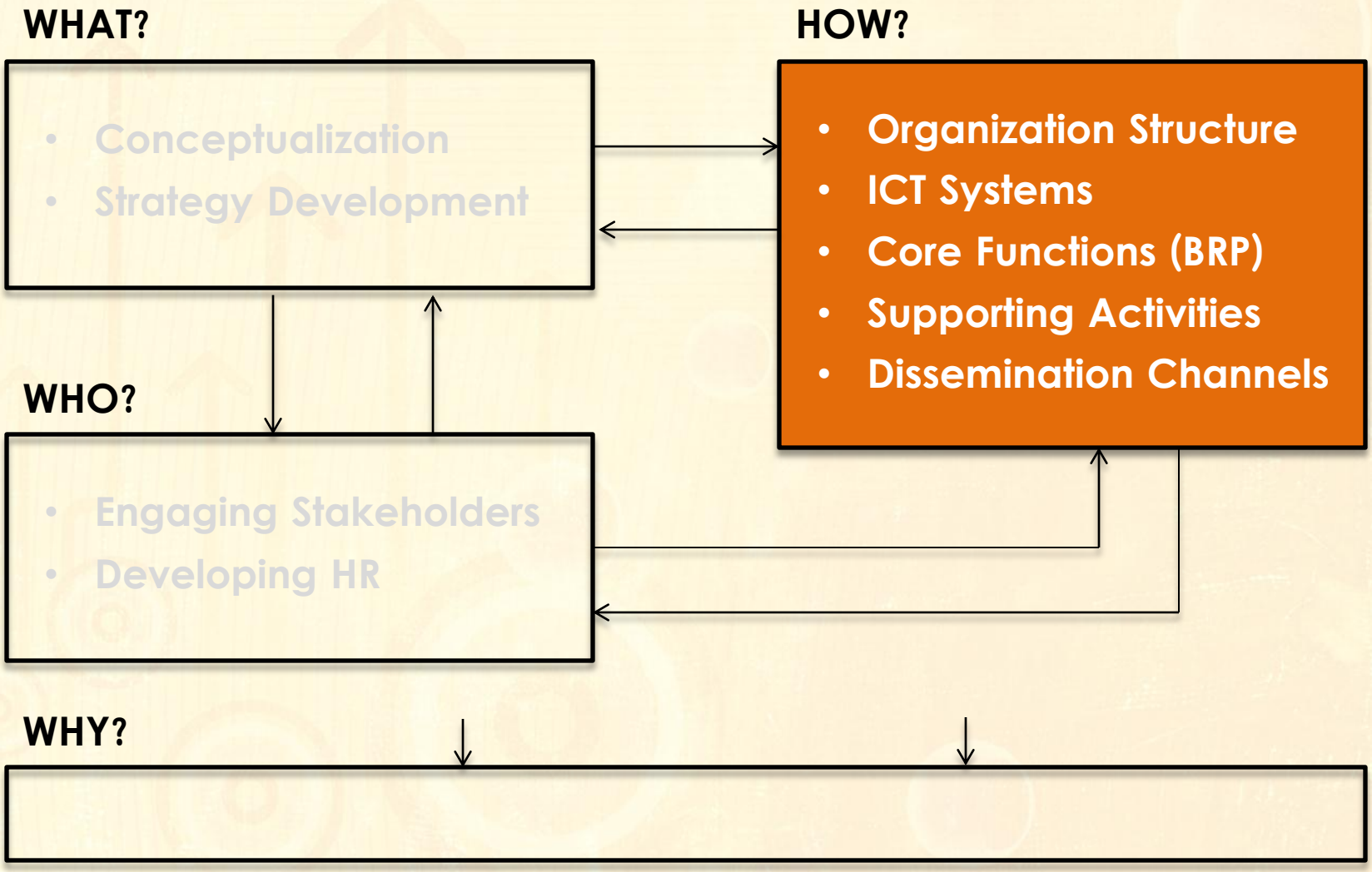
KM Strategy at Emirates ID



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Setting the tempo symphony at Organizational level

Organizational Structure

The development of the organizational structure in an innovative way, and focus on the element of knowledge ownership .

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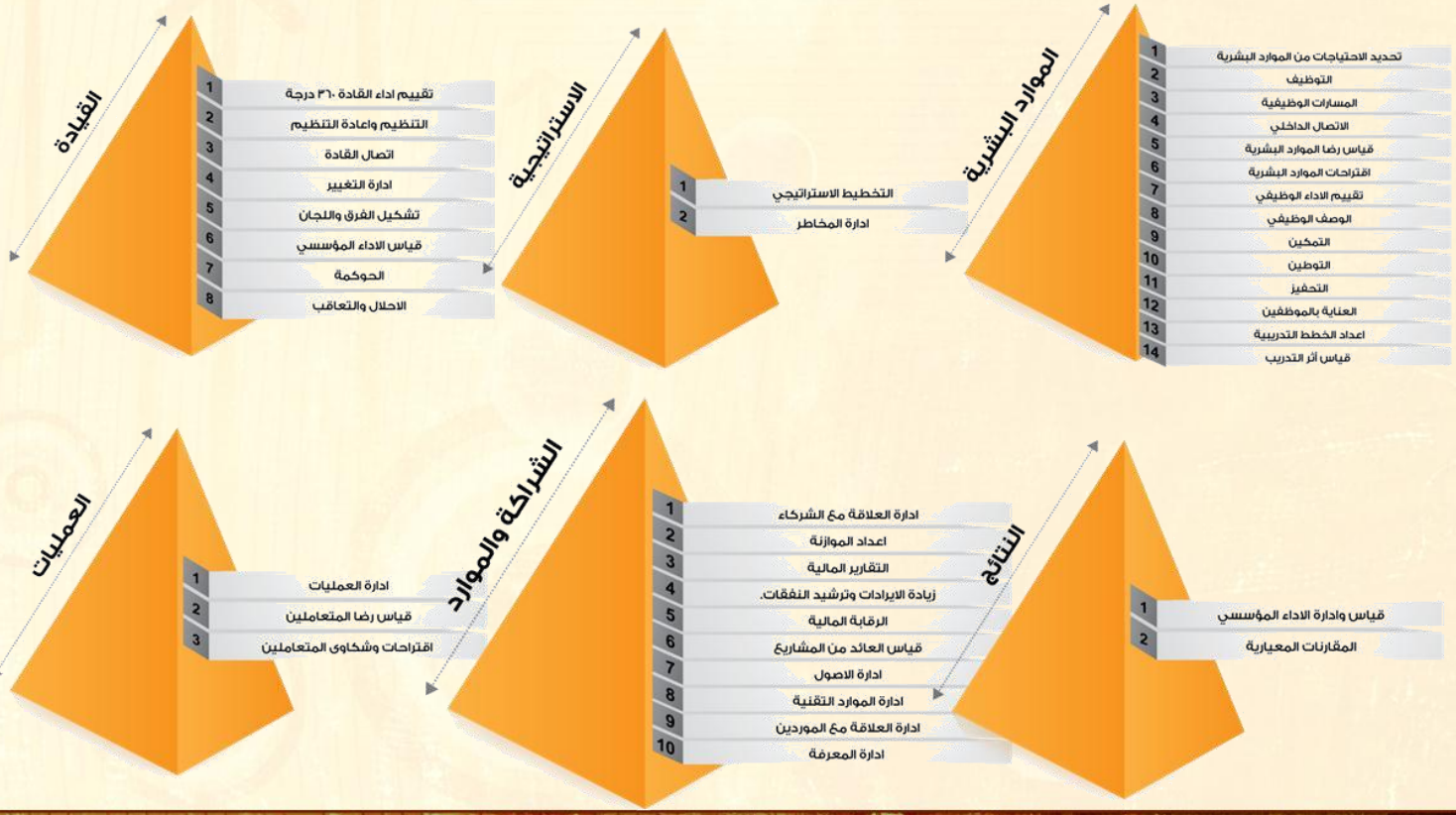
Setting the tempo symphony at Organizational level

Policies and internal regulations

Focused on the development of **policies and procedures aligned with EFQM** model in order to meet the **cognitive orientation**.



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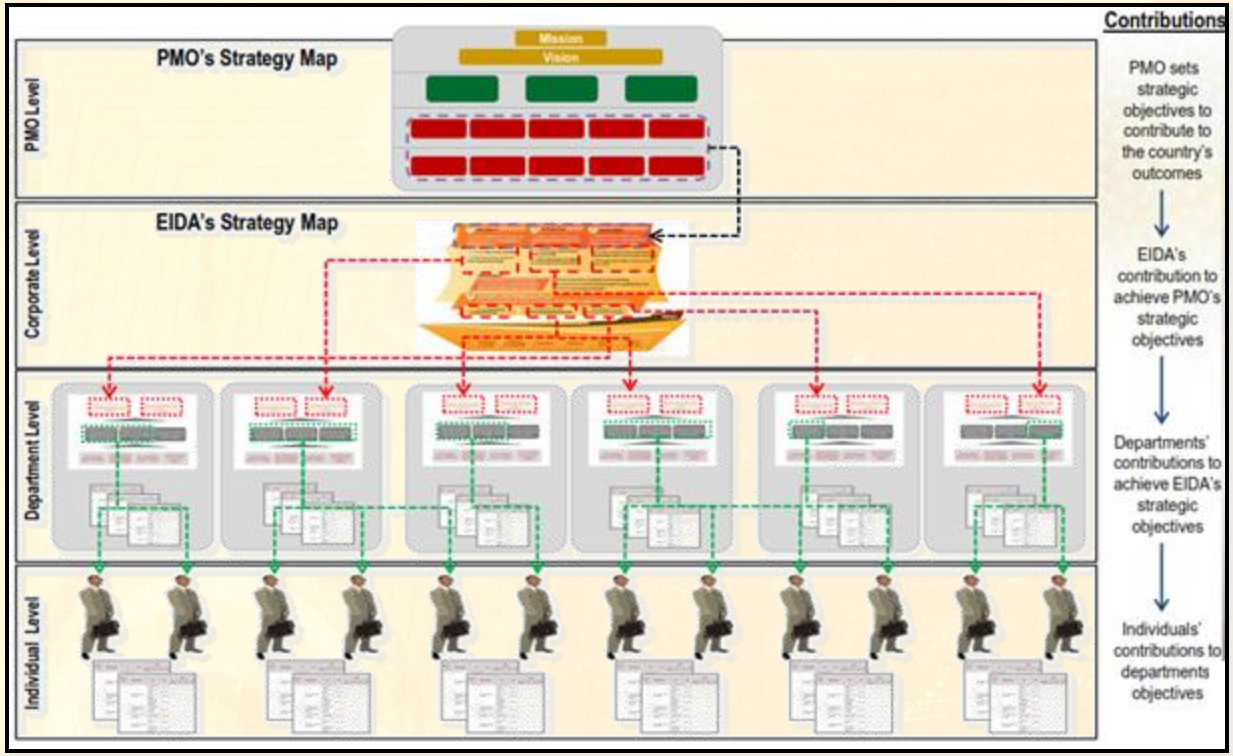
Setting the tempo symphony at Organizational level

Performance Management

Innovative systems to **measure & monitor performance** at the individual and institutional.



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Work Environment

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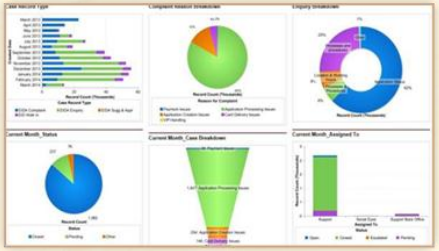
Information Management

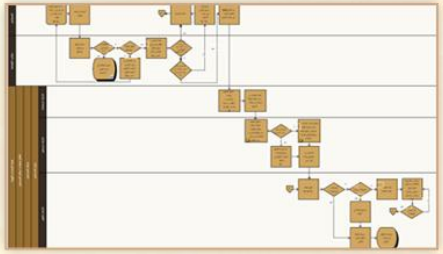
CRM



Intranet

QMS

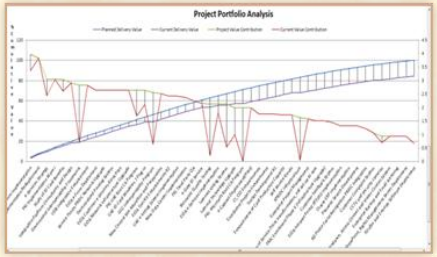
iGraphix



Suggestions

Corporator

Enterprise Project Management



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Employing Business Intelligence Tools – iDahs Board

i-Dash Board

[improved]

Decision Support Systems

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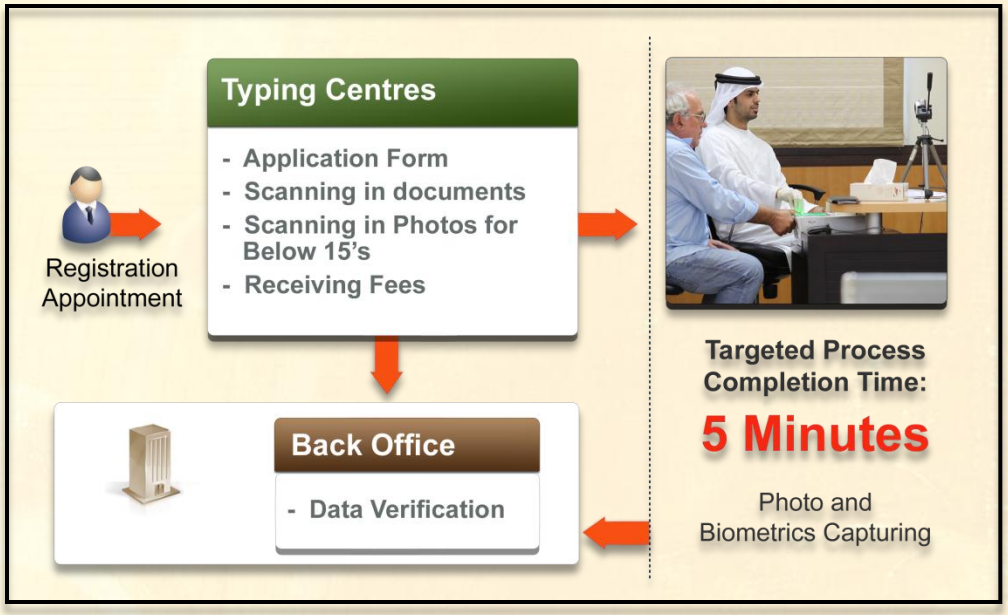
Business Process Re-Engineering Initiative

Aimed at:

- Capturing employees **tacit technical knowledge**.
- Improve Process **standardization & automation.**
- Improve **Service Quality**.



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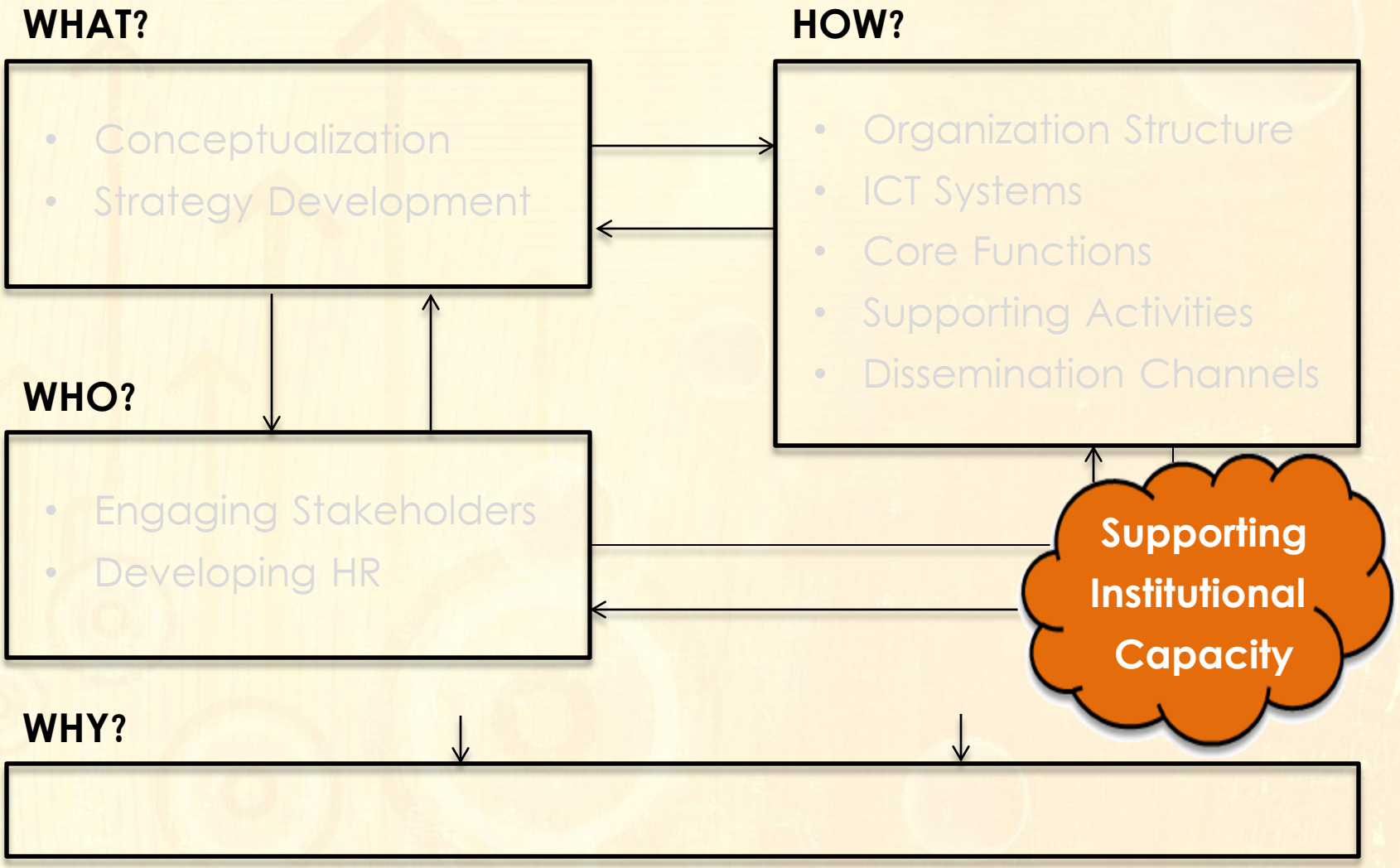
KM Strategy at Emirates ID



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Establishing Emirates Centre for Organizational Learning

http://www.ecol.ae/

to support building institutional knowledge and creativity ..

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Excellence Library

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Knowledge Corner at Service Centres

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Knowledge Corner at Service Centres

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Web Portal: Massive Knowledge Repository

uses portal to **store & disseminate** knowledge

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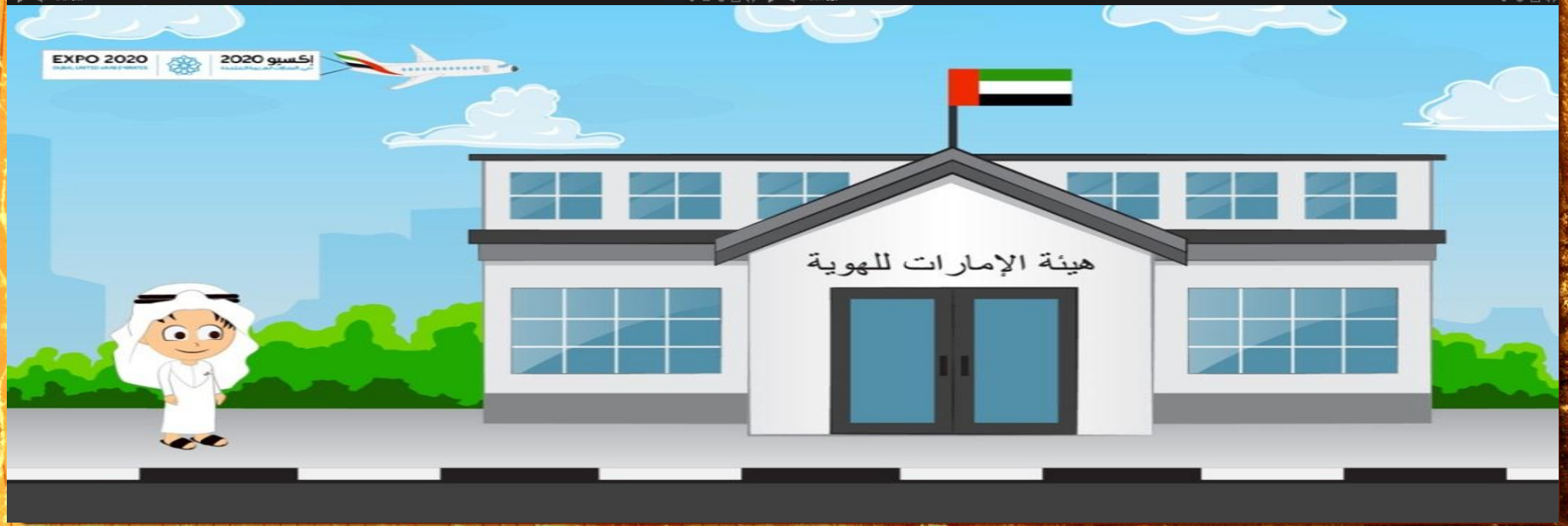
Gamification for Knowledge Transfer



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Gamifying Customers Experience

@EmiratesID

#إسأل حمد

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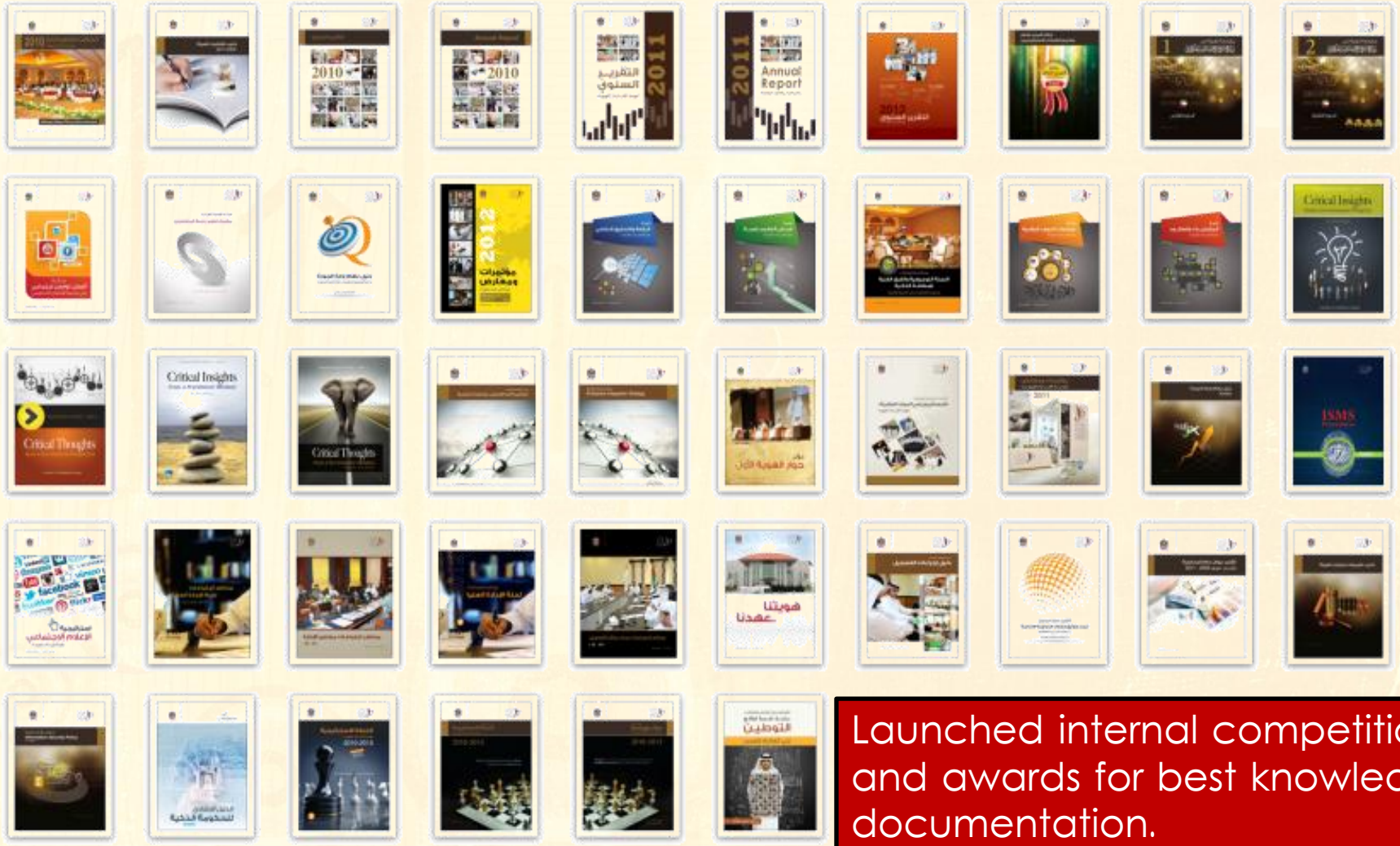
Knowledge Documentation



Launched internal competitions and awards for best knowledge documentation.

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1st Federal Organisation to adopt R&D Concept

Emirates ID publications are widely quoted by **researchers and governments**, & were included in 2012 in **United Nation's Library** in New York and Washington, and were described as "**valuable work**".

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Supporting Knowledge Societies ..

Promote flow of, and access to, **data, information, best practices and knowledge**.

Build **international consensus** on newly required **norms and principles**.

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Supporting Knowledge Societies ..

Leapfrogging knowledge development stages in the context of **sustainable organizational development.**

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New Knowledge in Core Functions

- many application domains **explored by research** & trialed around the use of advanced **mechanisms to identify and authenticate** identities in virtual environments.

- E.g., conducted study of **400 public & private** organisations, that showed **massive savings** (**2 million man hours + Dhs. 100s of millions**) by promoting corporate .

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Benchmarking & Knowledge Sharing

- Emirates ID has become a **producer of knowledge** in its **core functions** & **corporate excellence**..
- Participate in the review & preparation of **international standards & frameworks**
- **Contribute** to knowledge development through its active membership in **international knowledge associations.**

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Sticking out in the Crowd

So, how did it really work out for Emirates ID?

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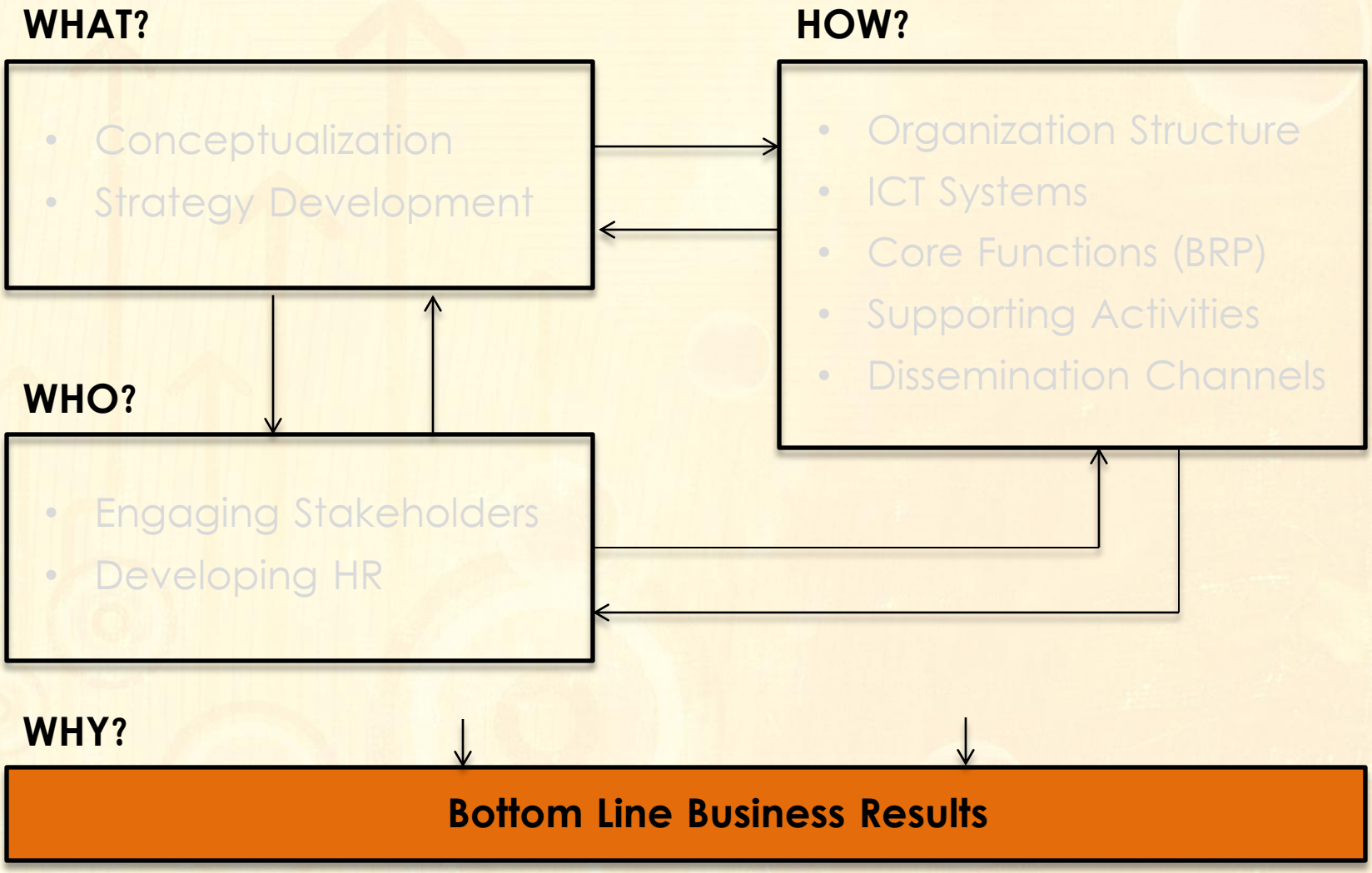
KM Strategy at Emirates ID



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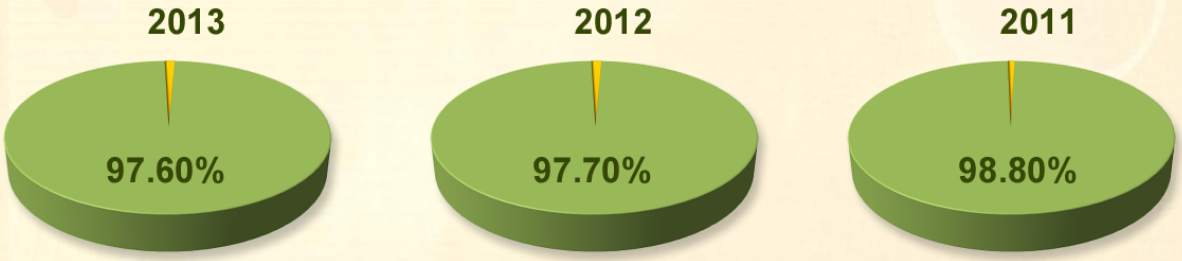
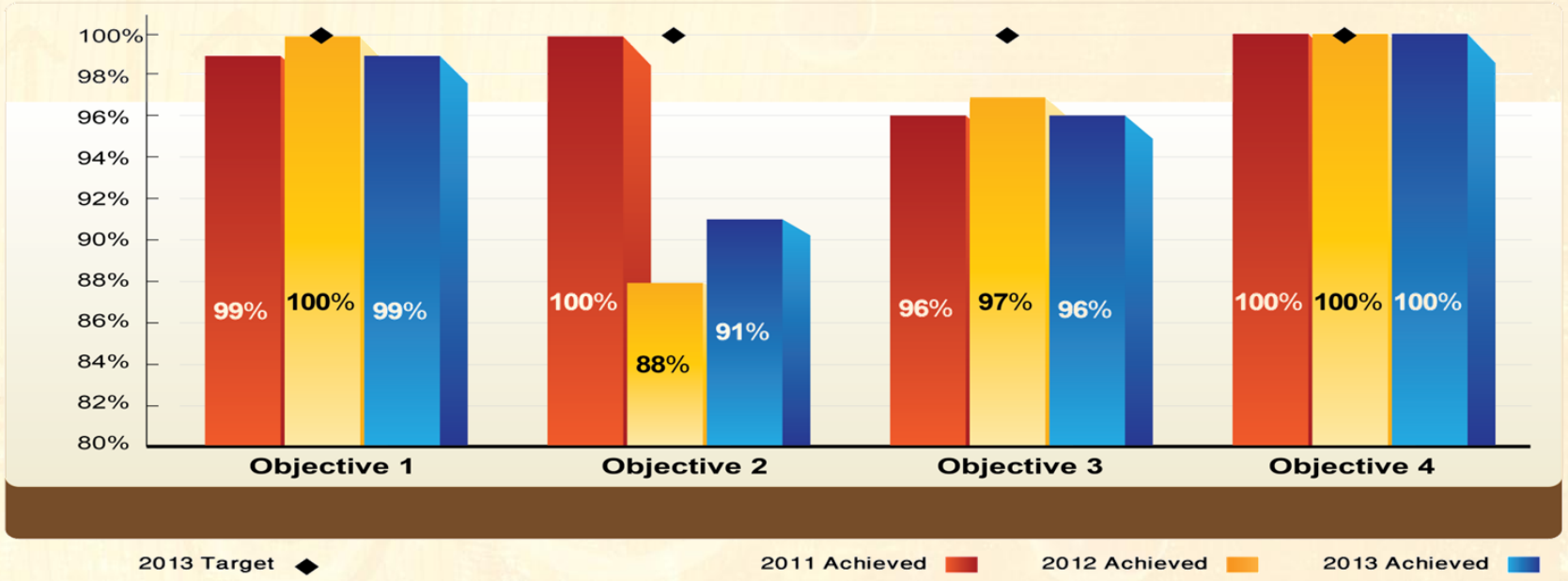
Strategy Fulfillment

Emirates ID achieved **97%** of set **strategic objectives**.



% of achieved strategic objectives



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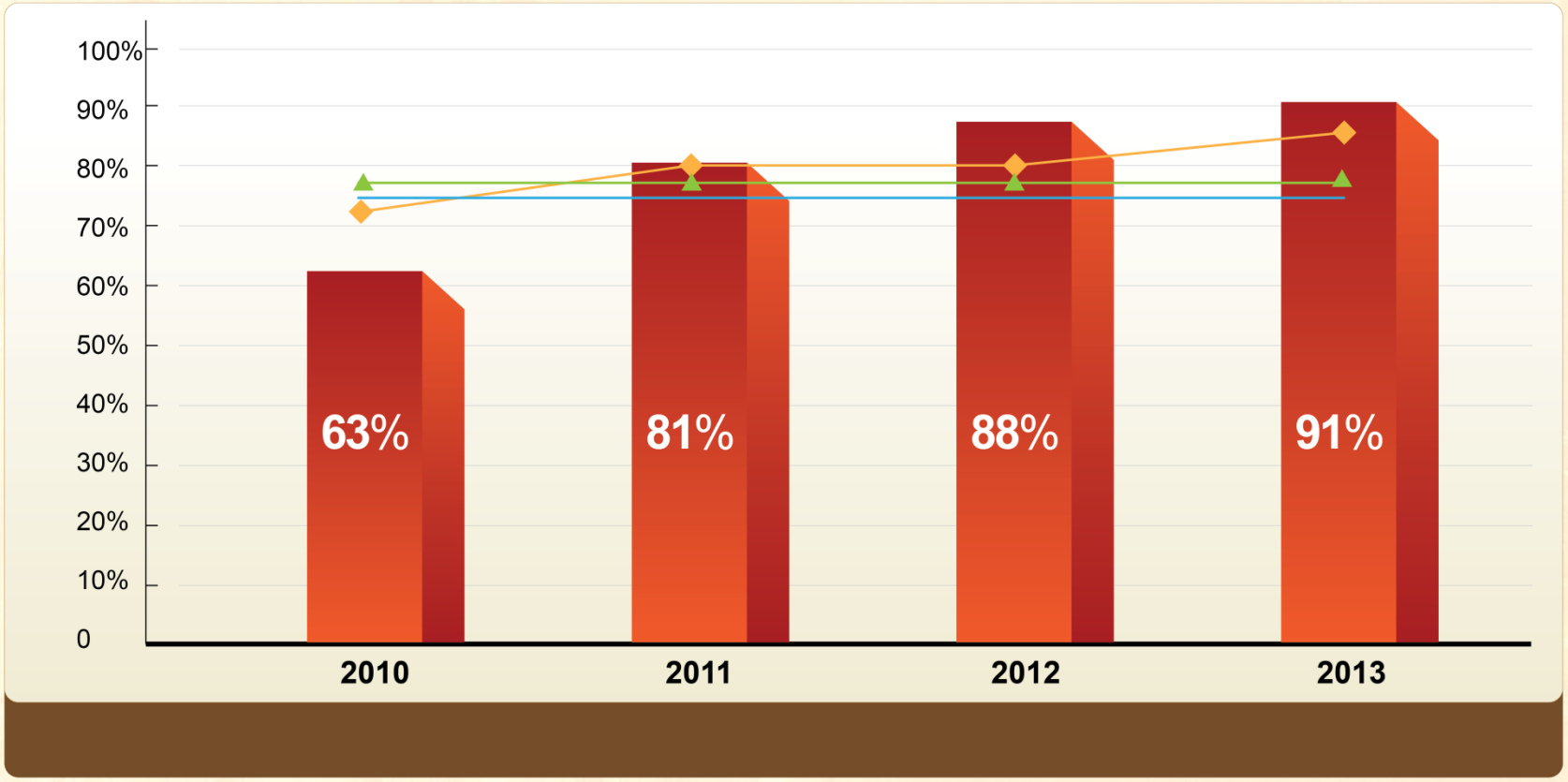
Customers Satisfaction



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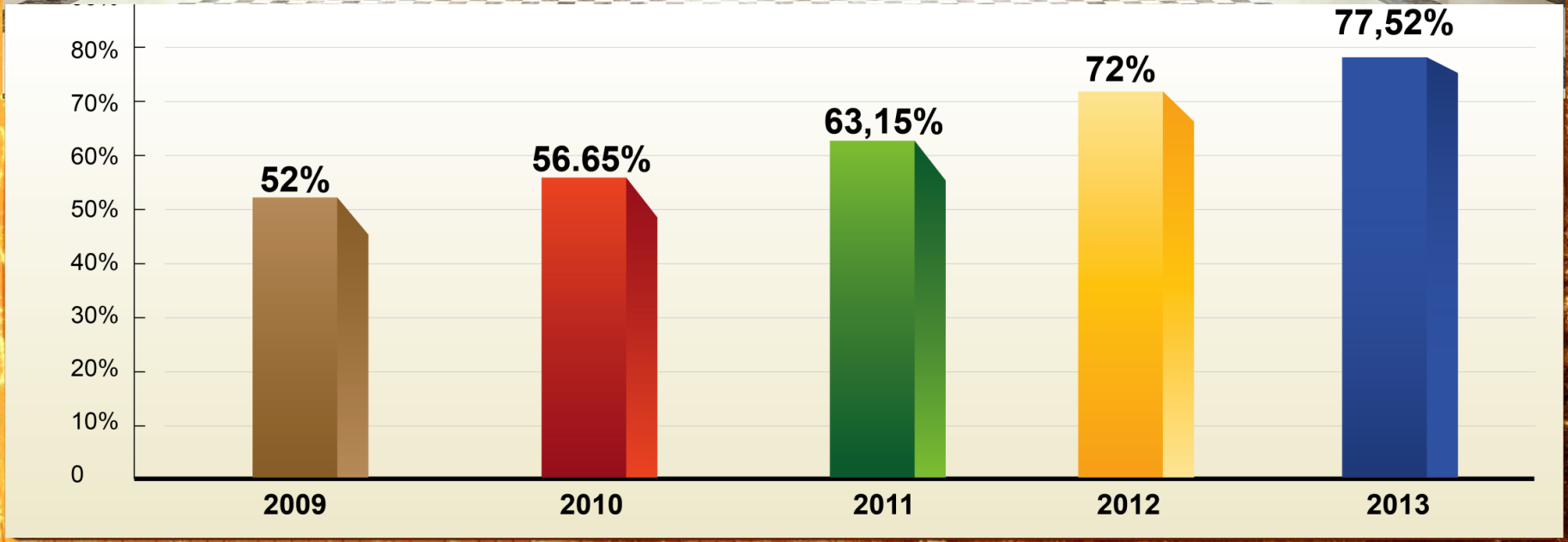
Employees Satisfaction



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Financially speaking ..

Results (e.g.):

- **Dhs 500 ($136) million** in less than 3 years.
- **Self–sufficient** annual budget

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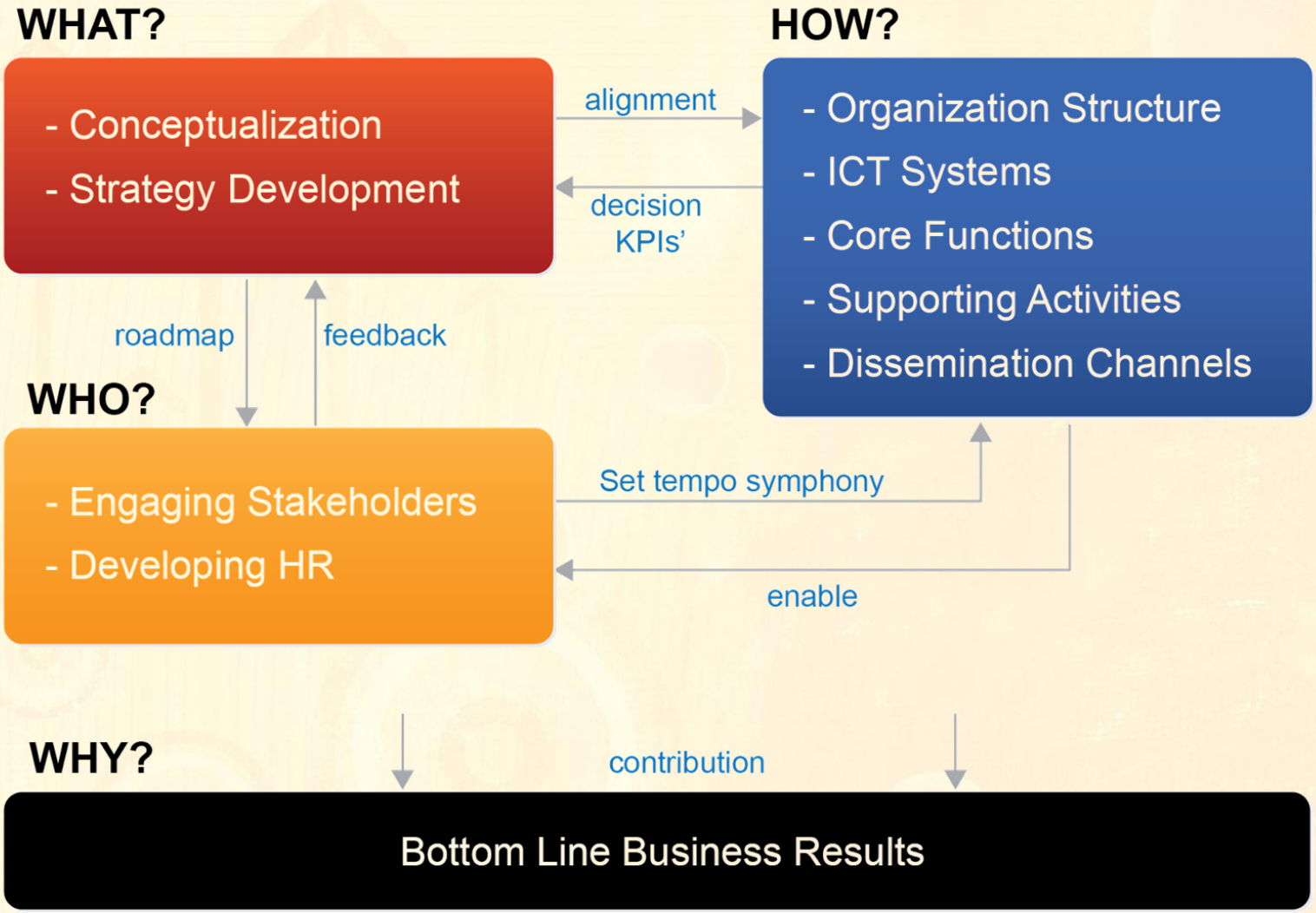
KM Strategy at Emirates ID



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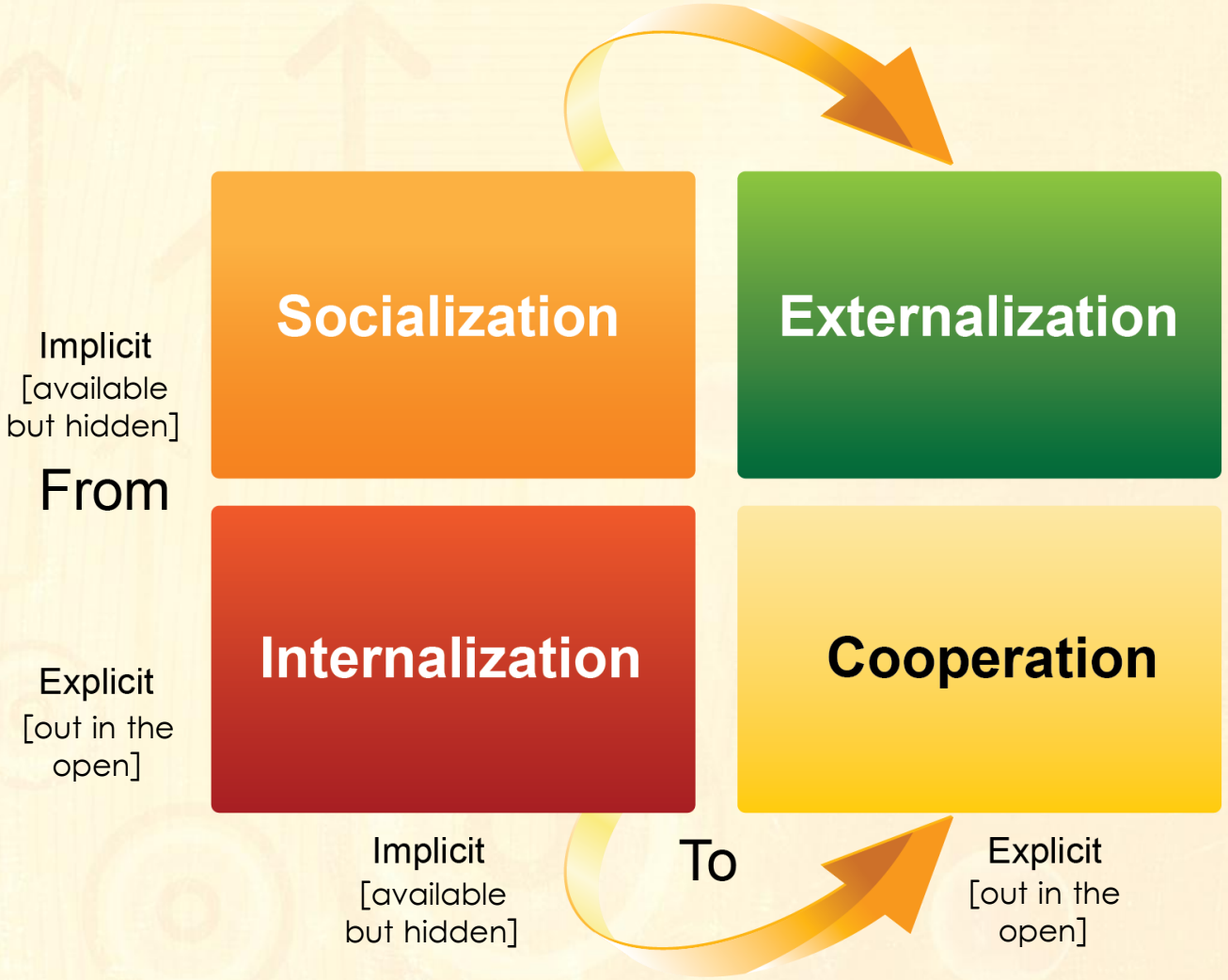
Implement Knowledge Conversion



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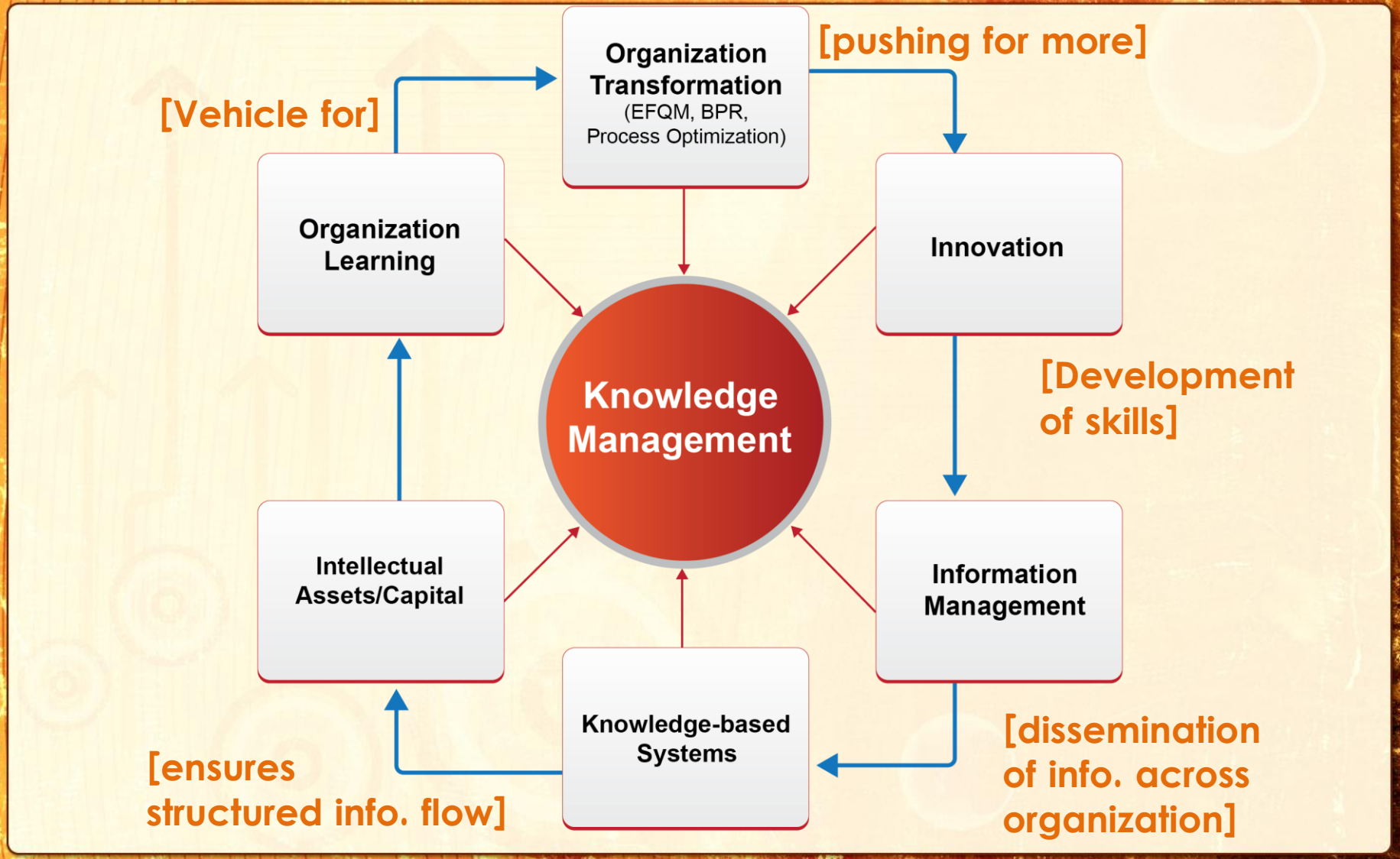
Emirates ID Knowledge Management Framework



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KM is here to stay

KNOWLEDGE IS LIKE LIGHT.
Weightless and intangible, it can easily **travel the world**, **enlightening** the lives of people everywhere. Yet billions of people still live in poverty unnecessarily.

Knowledge about how to treat such a simple ailment as diarrhea has existed for centuries but millions of children continue to die from it because their parents **do not know** how to save them.

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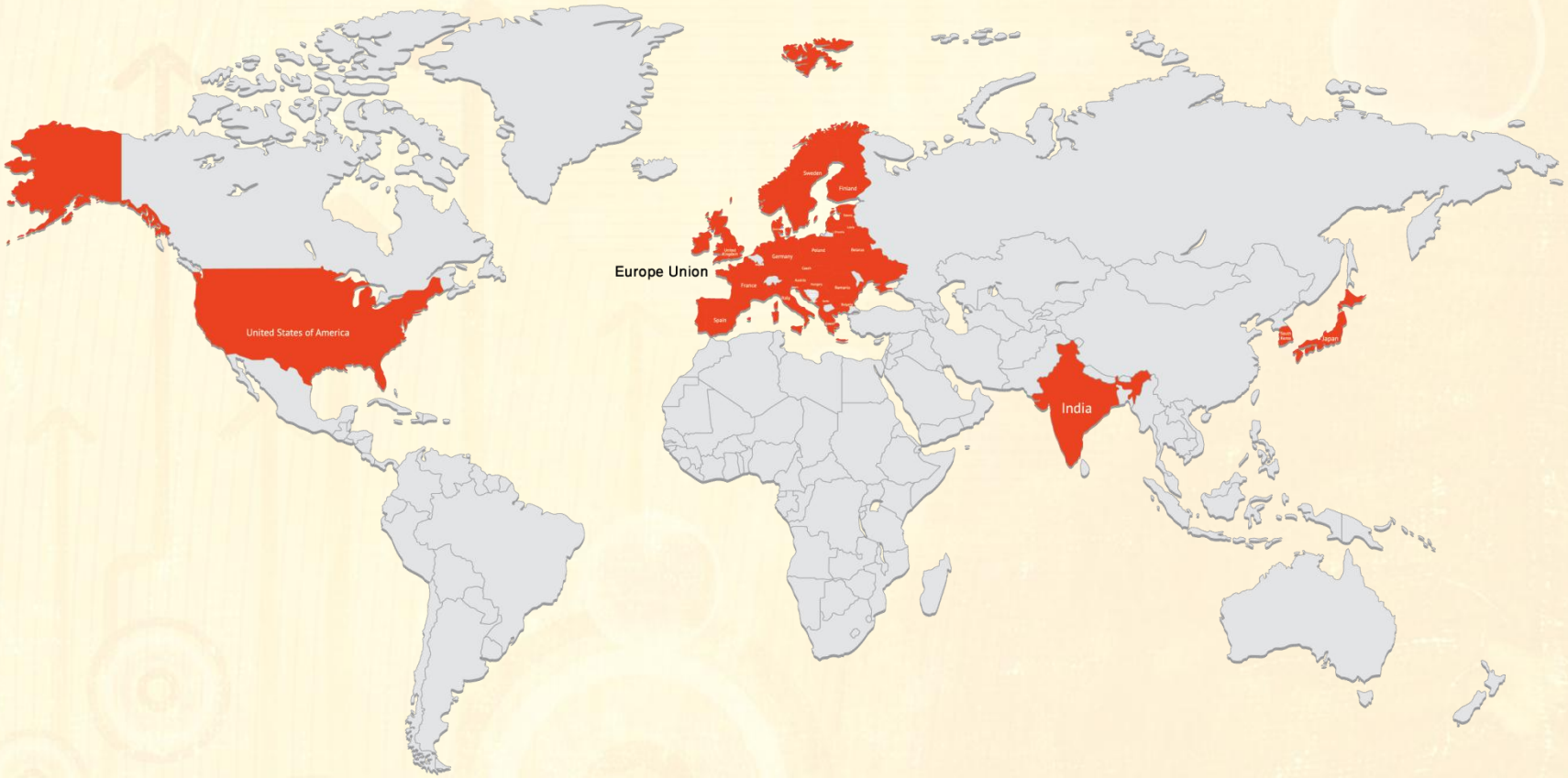
Knowledge Development Programs



Nations like the USA, India, Japan, Korea and the European Union have specific **Knowledge Development Programs** with specific working groups designated to **enhance the knowledge** in the respective countries.

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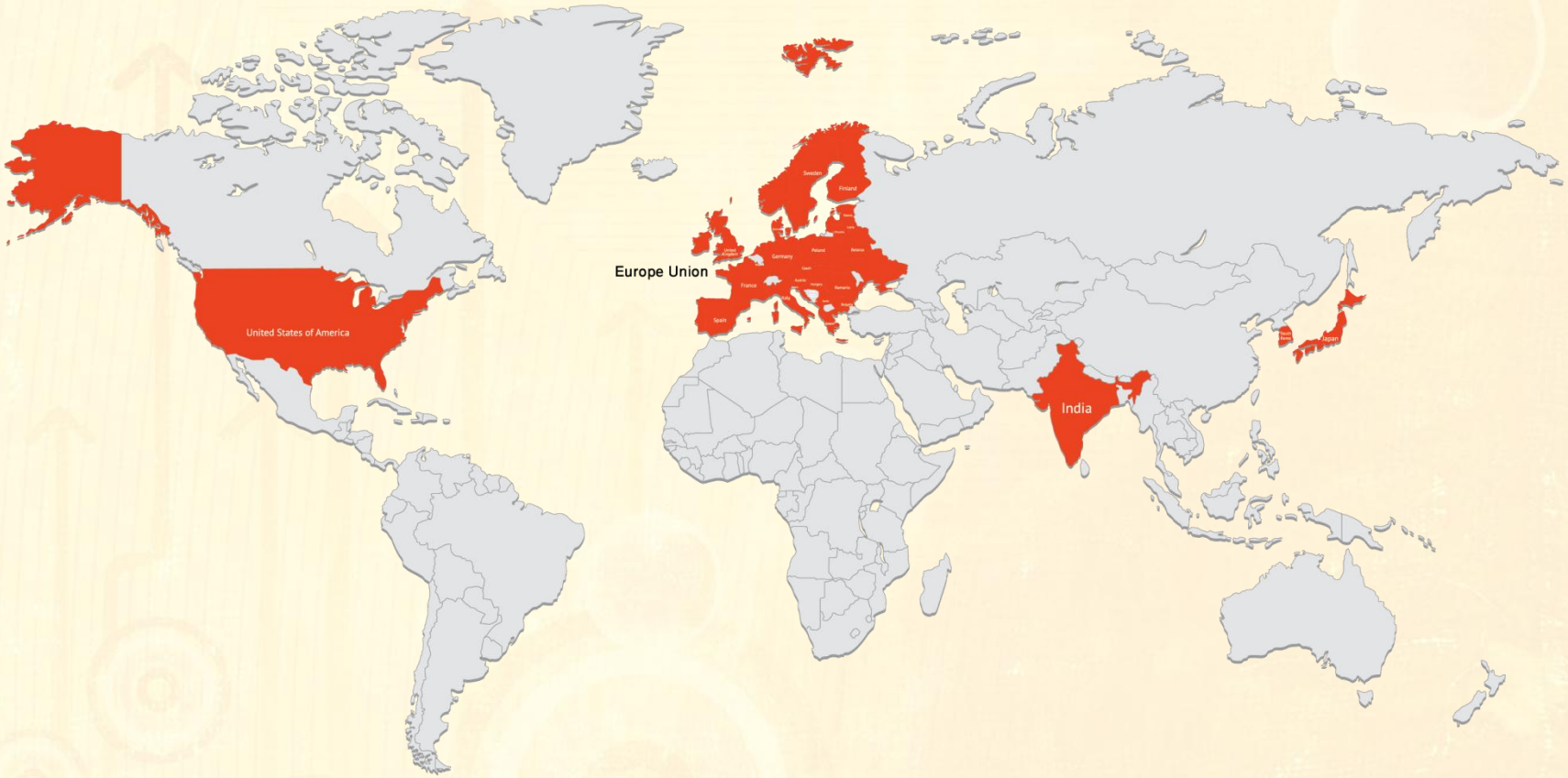
Knowledge Development Programs



Results are obvious.. They haven't become successful **by chance**.. They've **consciously and diligently** built on their **limited resources**, **garnering** all their knowledge and **creating conducive environments to enhance it**.

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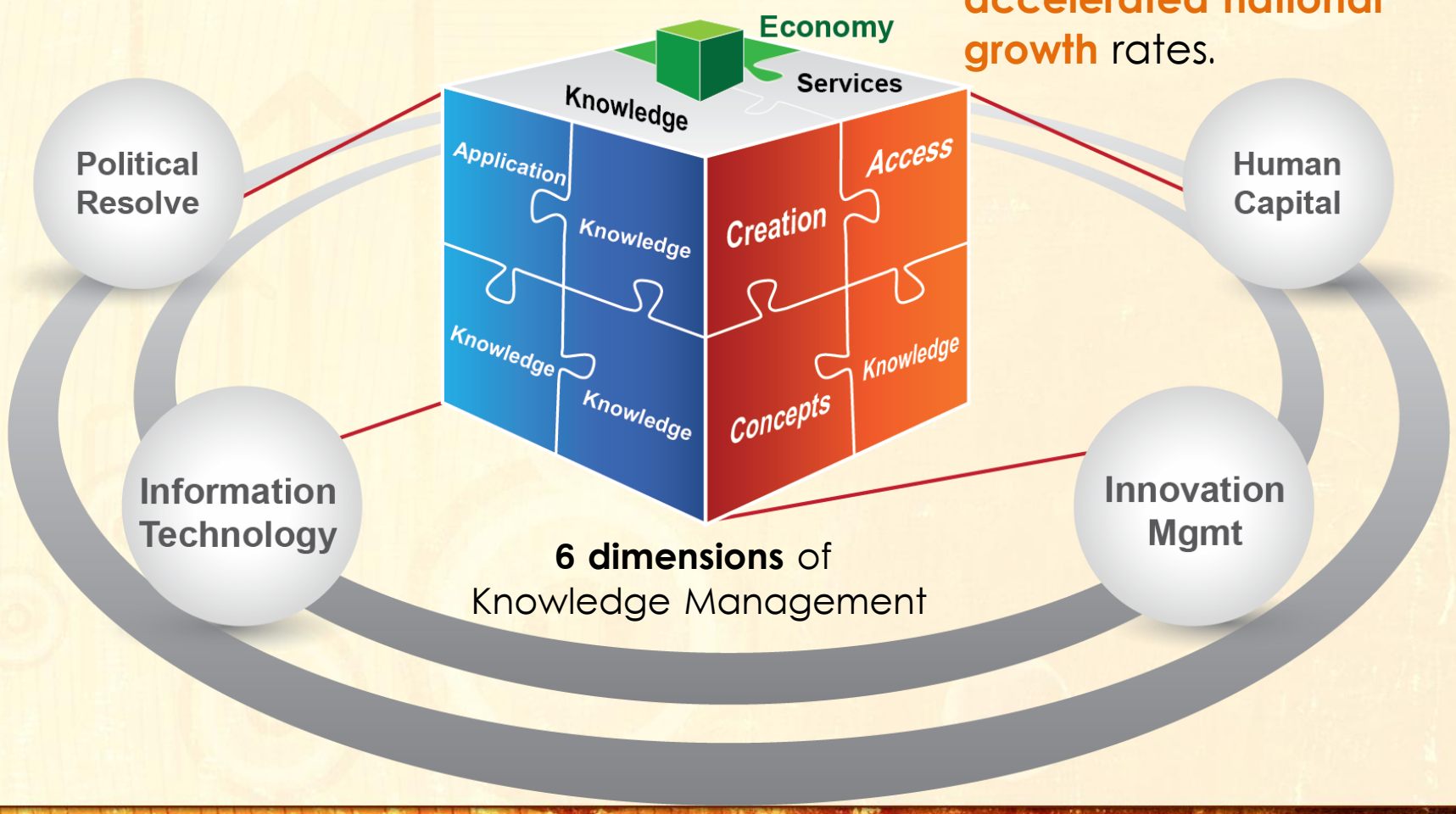
Building National KM Framework

Not only sustainable, but also serves to **generate accelerated national growth** rates.



6 dimensions of Knowledge Management

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Thank You ..

"If you have knowledge,

let others light their candles in it."

Sarah Margaret Fuller Ossoli
American journalist – May 23, 1810 – July 19, 1850

Dr. Ali M. Al-Khouri
Director General | Emirates Identity Authority | UAE
www.emiratesid.ae | **ali.alkhouri@emiratesid.ae** |

@DrAliAlKhouri

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