

Public Sector Performance Management

Strengthening the national vision by mastering strategic techniques to outperform expectations

Abu Dhabi, UAE

25th – 27th November 2013

Strategy without tactics
is the **Slowest** route to **Victory**

Tactics without strategy
is the **Noise** before **Defeat**

Sun Tzu

The value of achievement lies in the act of achieving



Interactive group exercises throughout Conference Day One

Register and you will receive Bob Paladino's #1 best-selling book
"Innovative Corporate Performance Management" on
Amazon.com and Barnes & Noble

 Your Distinguished Chairperson &
2-Day Workshop Leader

Bob Paladino
Founder

Bob Paladino & Associates LLC, US

He is a long time thought leader and 'implementation' practitioner
in the Corporate Performance Management (CPM) field and a #1
and #2 best-selling author on CPM.

Joint Presentation by:

Laila AlSuwaidi

Director of Performance Appraisal & Follow-up Department
**Federal Authority for Government Human Resources
(FAHR), UAE**

Ibrahim Fakri

Department of Projects and Programs
**Federal Authority for Government Human Resources
(FAHR), UAE**

Attend this Premier Conference and Gain Insight Into:

- **Aligning** the national vision with your business aims by continuously improving your business processes
- **Gauging** your organisational performance through strategic tips and techniques
- **Developing** the right methodology to address your organisational need for improvements
- **Monitoring** changes in KPIs to ensure organisational performance is on the right track
- **Comparing** relevant case studies to strengthen your management's competencies

Featuring Expert Panel of Speakers:

Dr Ahmed Nuseirat

DGEP Coordinator General – Dubai Government Excellence Program

The General Secretariat of the Executive Council of Dubai, UAE

He contributed to the development of the system of Hamdan Bin Rashid Award for Excellence in Education Performance, the guidelines of Dubai International Award for Holy Quran, and the criteria of Innovation Award for Dubai Shopping Festival

Jason Anagnostopoulos

Strategy Performance Measurement Specialist
Corporate Planning and Development

Department of Ashgial (Public Works Authority), Qatar

He played a critical role in delivering the ambitious Qatar's infrastructure program of Qatar National Vision of 2030 and FIFA World Cup 2022

Chris Sheader

Strategic Advisor to Deputy Chief Executive

Rotherham Metropolitan Borough Council, UK

Ambassador to UAE and Qatar

Chartered Institute of Management, UK

Chris Sheader has worked in his local government in the United Kingdom for over 20 years, advising government authorities on the subject of performance improvement methodologies and strategic management of performance

Ahmed AbdulSalam Kazim

Director of Strategy and Corporate Excellence

Dubai Customs, UAE

Ahmed Kazim is the member of the Strategic Planning Committees for both the Dubai Government Economic Sector and the Dubai Government Security Sector

Mo'ath Hussein

Vice President – HR Strategy & Development

Abu Dhabi Airports Company, UAE

He is a dynamic, resilient and influential Organisational Development and Human Resources Leader with a sound grounding in all disciplines of the HR function and the experience of playing a pivotal role within the MEA region

Monday 25th November 2013

0800 Registration and Coffee

0830 Opening Remarks from the Chair

Bob Paladino Founder
Bob Paladino & Associates LLC, US

0845 **Contact Initiation Session (CIS):**

In this 15-minutes session, delegates and speakers are encouraged to get to know their peers and exchange business cards

0900 **Joint Presentation:**

Improving the Robust Performance Management Framework to Monitor Organisational Efficiency

- Prioritising key objectives to serve as a foundation for measurements and initiatives
- Developing the right set of key performance indicators to increase the effectiveness and efficiency of an organisation
- Managing KPIs and setting standards to enhance individual effectiveness
- Streamlining interdivision communication to increase overall organisational growth

Laila AlSuwaidi Director of Performance Appraisal & Follow-up Department
Federal Authority for Government Human Resources (FAHR), UAE

Ibrahim Fakri Department of Projects and Programs
Federal Authority for Government Human Resources (FAHR), UAE

0945 **Case Study:**

Moving to Smart Government: Capitalising on the Global Shift to Digital Platforms for Governmental Efficiency

- Implementing a more user-friendly and high capability system for faster transmission
- Developing a common payment system that will link public sector service providers to customers
- Accessing government services through innovative solutions in the field of smart phone applications
- Instilling performance management infrastructure and technology to create a sustainable performance management strategy

Dr Ahmed Nuseirat DGEP Coordinator General – Dubai Government Excellence Program
The General Secretariat of the Executive Council of Dubai, UAE

1030 Coffee and Networking Break

1045 **Expert Insight:**

Performance Leadership: Raising Expectations to Achieve High Performance Results

- Incorporating individual and team competencies into the performance evaluation process
- Change management: Expanding the role of leadership to drive accountability in a complex organisational environment
- Leading by example: Developing team champions through innovative and creative employee engagement strategy
- Increasing motivational strategies and activities for higher productivity and performance
- Establishing and deploying a performance management leadership mindset within the organisational hierarchy

Exercise Plan: Learning strategic techniques to coach and motivate your teams to excel

Mo'ath Hussein Vice President – HR Strategy & Development
Abu Dhabi Airports Company, UAE

1145 **Photography Session:**

In this 15 minutes session, all delegates and speakers are encouraged to participate in a photo taking session

1200 Networking Luncheon

1300 **Case Study:**

Re-engineering Your Performance Management Reporting System for Continuous Improvement Monitoring

- Establishing detailed performance management processes and management cycles to allow room for improvements
- Designing a reporting system with integrity and timely availability for transparency
- Presenting your data in a standardised reporting system for better synchronisation across sectors
- Determining types of metrics used to standardise your reporting system
- Maximising the use of information and data gathered through the performance management process

Ahmed AbdulSalam Kazim Director of Strategy and Corporate Excellence
Dubai Customs, UAE

1345 **Expert Insight:**

Adding Value to Performance Management for Public Sector using "System Thinking" Principles

- Selecting and prioritising key goals and objectives by taking into account external stakeholders for the public sector
- Testing selected objectives, initiatives and KPIs to be the right ones and are critical for success
- Analysing the role of performance management and how "system thinking" can be useful for strategy controls
- Assessing key policy levers using "system thinking" to analyse potential performance
- Communicating effectively the strategy map, KPIs and initiatives to different level of organisational audience

Exercise Plan: In this session, delegates will be provided with a case study to explore strategy map position and the implication of how different initiatives can affect the key stakeholders. Delegates will uncover different visual interactive processes and system archetypes through this exercise

Jason Anagnostopoulos Strategy Performance Measurement Specialist Corporate Planning and Development
Department of Ashgal (Public Works Authority), Qatar

1445 Networking Break

1500 **Expert Insight:**

Selecting the Right Methodology to Measure the Effectiveness of Performance Management in the Public Sector

- Enforcing program evaluation to redefine the performance measurement strategy
- Increasing the effectiveness of existing performance management processes through calibration processes
- Establishing critical work processes to quantify outputs of work and achieving performance targets
- Utilising the right tools and techniques to evaluate organisational performance

Chris Sheader Strategic Advisor to Deputy Chief Executive
Rotherham Metropolitan Borough Council, UK
Ambassador to UAE and Qatar
Chartered Institute of Management, UK

1600 **Chairman's Group Table Exercise:**

Assessing the top 5 best practices learned and sharing with the executive delegations

1630 Closing Remarks from Chair and End of Day One

Tuesday 26th November 2013

PERFORMANCE MANAGEMENT STRATEGIES AND TECHNIQUES

Introductions and Expectations for Performance Management

Enjoy this 30-minute session to share challenges in performance management and describing expectations of class, instructors and fellow delegates

Open Interactive Discussion: Summarising Key Challenges Encountered in Performance Management

- Sharing an overview of performance management for public sector
- Increasing performance through innovative checklists and correcting common mistakes
- Reviewing and analysing lessons learnt from case studies of award winning organisation
- Summarising key findings of the discussion for real life implementation
- Providing solution and advice to overcome these issues through the use of practical and success stories

Exercises:

- Discussing common challenges faced on a regular basis and how individual organisations manages them
- Generating real life case studies from delegates to be addressed in the classroom environment
- Troubleshooting case studies collectively as a group effort to resolve and analyse root causes

Recalibrating the Strategic Planning Process to Reflect on Changing Market Conditions

- Addressing strategic challenges and advantages in the business environment to find room for better performance
- Evaluating short term performance management process regularly to increase relevancy of strategy
- Exploring the changing public's need for increased efficiency and improved service for higher citizen satisfaction
- Providing valuable recommendations to ensure consistency and alignment of market's needs and wants

Exercises:

- Conducting a comprehensive SWOT and PEST analysis of your organisation
- Preparing key issues and identifying strategies to address them

Case Study:

Reviewing an award winning case study

Facilitating Coaching and Teamwork to Align Activities with National Vision

- Assessing pitfalls to avoid in rolling out a successful plan
- Learning strategic techniques to coach and motivate your team to excel
- Analysing proven best practices in coaching, facilitation and teamwork
- Selecting the right behaviour to enhance your performance management team leadership and member performance

Exercises:

- Table exercises: Conducting a self-assessment of your behavioural style
- Breaking into class teams and preparing flip chart about performance management
- Sharing breakout teams' results to the main group

Workshop wrap-up and final session reviews of the topics and Q&A session from attendees

Why You Cannot Miss this Event:

The Government sector does not have the luxury to choose their customers as they are obligated to serve every citizen by enhancing citizen's experience and satisfaction. Their aim is to provide the citizen with the necessary convenience and comfort while balancing a complex mix of conflicting demands from diversified citizens. The public continues to scrutinise every move and wrongs of the sector.

The sector is unique in its own way that requires it to be transparent to its customers, but its cultures, structures and processes make transparency difficult to achieve. However, the need to perform grows every day, as it drives improved efficiencies, accountability and alignment of budget and resources.

Join us for this unique 3-day **Public Sector Performance Management** conference, featuring 2 days of valuable workshop conducted by Bob Paladino. Explore further into the world of performance management and "steal a trick or two" back to your organisation. The most effective organisation operates with a good philosophy, aligns individual and organisational goals to continually improve satisfaction.

Who Should Attend:

Senior executives and experts responsible for the progress of the GCC government organisations, and municipalities' performance management and innovation, including:

- Managers
- Deputy Managers
- Line Managers
- Strategic Planning
- Section Heads
- Advisors
- Strategy Planning
- Performance Excellent
- Team Leaders
- Directors
- Departmental Heads
- Project Managers

From across GCC public sectors and municipalities

Workshop Approach:

Case study and industry examples of various industries will be showcased throughout the workshop to enhance learning for immediate application and a pre-event questionnaire will be required to be filled out for this session

Workshop Schedule:

0830	Registration and morning coffee
0900	Workshop commence
1030	Morning refreshment and networking break
1045	Workshop re-commence
1215	Networking luncheon
1330	Workshop commence
1500	Afternoon refreshment
1515	Workshop re-commences
1645	Workshop concludes

Wednesday 27th November 2013

PERFORMANCE MANAGEMENT STRATEGIES AND TECHNIQUES

Translating SWOT and PEST into a Strategic Plan to Improve Organisational Performance

- Comprehending key design elements of a strategy deployment plan
- Describing plans in clear terms and communicating plans to employees
- Ensuring adequate financial and human resources to support performance accomplishment

Exercises:

- Drafting a strategic plan deployment map
- Designing objectives across the people, citizen, process and funding perspectives
- Completing templates that reflect your organisation and key messages

Case Study:

Reviewing case studies from award winning public sector agencies and public sector operating companies

Measuring Strategy into an Actionable Plan that Aligns with Vision

- Addressing the appropriate mixture of strategic and operational strategies to drive business improvements
- Conducting a design of key performance indicators that align with your strategy deployment plan objectives
- Understanding target setting methods and how each can be leveraged in your company
- Establishing an accountability framework with sponsors, owners and reporters
- Defining measures to move towards performance excellence culture

Exercises:

- Designing Balanced Scorecards (BSC) to measure performance of your organisation
- Selecting key performance indicators for inclusion in the strategy deployment plan
- Identifying sponsors, owners and reporters to measure for accountability

Prioritising Strategic and Operational Initiatives to Improve Organisational Performance

- Structuring your initiatives based on key criteria to improve core and supporting processes
- Stratifying initiatives for the entire organisation for effective deployment
- Recognising those initiatives that do not align with strategic plan objectives
- Aligning initiatives with strategic and operational objectives

Exercises:

- Analysing existing initiatives on short term and long term implications to the organisation
- Preparing an initiative matrix to prioritise your initiatives at national and state level
- Scoring initiatives and projects to arrive at the optimal portfolio

Case Study:

Reviewing an award winning case study on how to prioritise initiatives across the organisation

Workshop wrap-up and final session reviews of the topics and Q&A session from attendees

Developing a Program for Improvement Initiatives to Close Performance Gaps

- Sharing dozens of best practices from those that have proven results
- Analysing the lifecycle of "10 Steps" cross functional teams that drive strategy outcomes
- Structuring the optimal team charter to align with strategic objectives
- Reviewing key problem solving tools, root cause analysis and choke points

Exercises:

- Participants are to reflect on key issues in their organisations
- Completing a template to establish a meaningful goal statement
- Designing a team charter and candidate team members

Case Study:

Reviewing an award winning case study on continuous improvement program

Workshop Approach:

Case study and industry examples of various industries will be showcased throughout the workshop to enhance learning for immediate application and a pre-event questionnaire will be required to be filled out for this session

Workshop Schedule:

0830	Registration and morning coffee
0900	Workshop commence
1030	Morning refreshment and networking break
1045	Workshop re-commence
1215	Networking luncheon
1330	Workshop commence
1500	Afternoon refreshment
1515	Workshop re-commences
1645	Workshop concludes

Business Development Opportunities:

A limited amount of sponsorship opportunities are available for this conference. These include, but are not limited to opportunity to present case studies, exhibit, host networking functions, and benefit from the extensive branding and marketing exposure generated throughout the lifecycle of the event.

For further information please contact **Peter Morgan** on **+61 2 9238 7200** or email **PeterM@marcusevansau.com**

marcus evans would like to thank everyone who has helped with the research and organisation of this event, particularly the speakers and their staff for their support and commitment.

Speaker Profiles

Bob Paladino

Bob Paladino is a long time thought leader and practitioner in the Corporate Performance Management (CPM) field. He is currently the founder and managing partner of Bob Paladino & Associates which focuses on advising board of directors, executives and their teams on implementing and integrating effective corporate performance management strategies. He has a long history as a successful practitioner of these concepts in a corporate setting and as an advisor and consultant to Fortune 500 firms across a wide range of industries.

Drawing from this extensive experience, he has authored #1 and #2 best-selling book, "Five Key Principles of Corporate Performance Management" and "Innovative Corporate Performance Management", in which he synthesises the best practices in the Corporate Performance Management field. He is often quoted and published in leading journals, trade publications and text books.

His experience includes developing hundreds of balance scorecards spanning many industries and governments. He served as the Vice President and Global Consulting Practice Leader for Dr Robert Kaplan and Dr David Norton at the Balanced Scorecard Collaborative. Ten of his clients have won Hall of Fame Awards from Dr Kaplan and Norton. Hall of Fame winners have been profiled in both of their recent best-selling books, as well as Harvard Business Review, Forbes and Fortune magazines and several business books. As Senior Vice President of Crown Castle International, he implemented the global balance scorecard program to win both the Hall of Fame Award and APQC's Best Practice Partner Award.

Chris Sheader MA MSc DMS FCMJ

Chris Sheader has worked in his local government in the United Kingdom for over 20 years, with the majority of time spent in his own city of Leeds' government. More recently he has worked with other government authorities advising them in the subject of performance improvement methodologies and strategic management of performance. He has also worked in the commercial sector advising organisations in the subject of management development.

He has advised senior executives and managers in the following organisations:

- LloydsTSB Bank
- The NHS
- Bradford & Bingley Bank
- DFS
- Kirklees Council
- Manchester Council
- Rochdale Council
- He has also advised many small & medium sized organisations

Chris is a Fellow of Chartered Management Institute (CMI) and has gained a Master of Sciences degree in Strategic & Change Management for his research into strategic performance management; he has also gained a Master of Arts degree for his research into advanced methods of performance improvement. He is particularly interested in how most performance management methods are failing governments as they do not recognise nor respond to the new economic and technological context.

Chris has recently been appointed to the role of CMI Ambassador to the UAE and Qatar, CMI is the world's only professional management development organisation to achieve a Royal Charter from Queen Elizabeth II.

Jason Anagnostopoulos

Jason is currently working in the Office of Strategy Management of Public Works Authority (Ashghal), as Corporate Planning Specialist, which has a critical role in delivering the ambitious Qatar's infrastructure program of Qatar National Vision of 2030 and FIFA World Cup 2022. He is part of the team developing, cascading and aligning Corporate Planning Initiatives both for Corporate and business unit scorecards reporting through a well defined "Strategy Execution Process". Public Works Authority has a critical role in delivering the ambitious Qatar's infrastructure program of Qatar National Vision of 2030 and FIFA World Cup 2022. Given the size, overall budget (approx. 130Bn) and complexity, Corporate Planning Department has a critical role in implementing the PWA strategy both as an architect and owner of the Corporate Performance Measurement Process.

Ahmed AbdulSalam Kazim

Ahmed AbdulSalam Kazim currently works for Dubai Customs in the capacities of Director of the Strategy and Corporate Excellence Department. He is also a member of the Strategic Planning Committees for both the Dubai Government Economic Sector and the Dubai Government Security Sector where he took an active role in the development and improvement of the strategic goals of both those sectors.

Ahmed AbdulSalam Kazim was previously the Acting Director of the Corporate Communications Department (2009 – 2010) and Senior Manager for the Value Added Tax project (2007 – 2008). Prior to joining Dubai Customs, Ahmed was the Director of Strategy at the Roads & Transport Authority and the manager of the studies and research section for Dubai Municipality.

Ahmed AbdulSalam Kazim has also attended multiple conferences / seminars as speakers; these were arranged by the Executive Council – Dubai Government Excellence Programme (DGEP), such as "Self-Assessment for Government Excellence" case study; concept, importance and benefits of self-assessment excellence and tools and methods of self-assessment of excellence. Moreover, Ahmed AbdulSalam Kazim is intending to participate in two upcoming Seminars late this year 2012 arranged by the Executive Council – Dubai Government Excellence Programme (DGEP) as Speaker about "Implementation of the Strategy and Methodology Results" as well as "Development of Corporate Performance". Ahmed AbdulSalam Kazim has also participated as a speaker in a Seminar arranged by Dubai Municipality about the Development of Government Performance.

Mo'ath Hussein

He is a dynamic, resilient and influential Organisational Development and Human Resources Leader with a sound grounding in all disciplines of the HR function and the experience of playing a pivotal role in 3 telecommunication start-up projects within the MEA region. With 18 years of cross functional and multi-national HR experience, he offers an unusually wide range of attributes, combining strong ethics and best practice with a pragmatic, business-focused and results driven approach.

His experience and involvement in various projects throughout his career was not limited to the field of HR. He has contributed to various areas in the Business like Organisational Development, Program Management, Strategy Development, Change Management and Communication.

Ahmed Nuseirat

Ahmed Al Nuseirat holds an MBA and in the final stage of obtaining a Ph. D. His first degree is B.Sc. in Business Administration and Management from the Jordanian University. Currently he is conducting a PhD study in Human Resources Management. Since graduation, Mr. Nuseirat has worked for well known multinational firms in the sectors of oil, construction, and banking. He also has worked for International organizations such as United Nation Development Program (1986-1989). He worked as Administrative affair consultant for the department of Economic Development, Government of Dubai from 1993 till 2000. Currently he is working as the Coordinator General, Dubai Governmental Excellence Program, which has achieved a quantum leap in the performance, services, and results of government departments in Dubai. In addition, He is the Director for Government Service Improvement department in The Executive Council of Dubai. Mr. Al Nuseirat has contributed effectively in the development of the quality movement in Dubai and UAE. This has been achieved by his role in Dubai Government Excellence Program and his previous role as a board member in Dubai Quality group. He also contributed to and led assessment teams for Dubai Quality Award, Sheikh Saqr Excellence Award in Ras Al-Khaima, Dubai Holding Excellence Award, and Abu Dhabi Government Excellence Award. On the Arab regional level, he is working as advisor for Sheikh Mohamed Bin Rashid Al-Maktoum Award for Arab Management since its inception in 2001. Mr. Nuseirat also worked as a board member in Dubai Institute for Human resources Development. Mr. Al Nuseirat has many achievements in different other areas such as his contributions to the development of the system of Hamdan Bin Rashid Award for Excellence in Education Performance, the guidelines of Dubai International Award for Holy Quran, and the criteria of Innovation Award for Dubai Shopping Festival. Mr. Al Nuseirat has represented Government of Dubai in many specialized local, regional, and international conferences. He also lectures in the areas of Management, Human Resources, Quality and Government Excellence. He is also the Chief Editor for "Resalat al Tamayoz" which is a specialized periodical in Quality Management, Organizational excellence, and Governmental Management.

A dynamic, resilient and influential Organizational Development and Human Resources Leader with a sound grounding in all disciplines of the HR function and the experience of playing a pivotal role in 3 telco start-up projects within the MEA region. With 18 years of cross functional and multi-national HR experience, he offers an unusually wide range of attributes, combining strong ethics and best practice with a pragmatic, business focused and results driven approach. His experience and involvement in various projects throughout his career was not limited to the field of HR. He has contributed to various areas in the Business like Organizational Development, Program Management, strategy development, change management and communication.