



SUCCESS STORY EDUCATION SECTOR THE KNOWLEDGE AND HUMAN DEVELOPMENT AUTHORITY (KHDA)



EFQM
Leading Excellence



THE JOURNEY TOWARDS EXCELLENCE...

“ ...there is a continual improvement loop, feeding back the learning from the results achieved and using creativity and innovation to drive increased value for all the stakeholders. ”

IGNITING THE PASSION FOR SUCCESS

EFQM is a network of remarkable and like-minded organisations who share a common vision of Excellence, as a continuous Journey together.

Through each Success Booklet, EFQM brings to you inspiring stories of people and companies who have successfully deployed the Model and experienced its many benefits. Here we take a closer look at how they did it...

EFQM ENABLES YOU TO CONNECT, LEARN, ACT, ACHIEVE, SUCCEED

The EFQM Excellence Model provides organisations with a platform and common language to share their experiences and learn from others. The desire to share, learn and innovate is what drives our economies forward. A derived observation is the fact that what was considered "best practice" yesterday rapidly enters the mainstream and becomes common practice today. To stay ahead, organisations need to adapt faster than ever.

Introducing a proven practice from one sector to another is one way to achieve this...

EDUCATION SECTOR

THE STORY OF KHDA



PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

Our journey started in 2007 with the establishment of Knowledge and Human Development Authority (KHDA) as an entity responsible for the quality and growth of private education in Dubai. Over the last decade, KHDA has worked in partnership with its stakeholders to create a forward-looking education sector that adopts a futuristic approach to self-management.

In line with its purpose to 'bring out from within,' KHDA embarked on a journey to enhance a culture of happiness and wellbeing, which ultimately aims to drive innovation and creative thinking as essential value amongst its 307 employees.



273,599 Students



185 schools



28 Universities



1,249 Training Institutes



41 Early Learning Centres



17 Curriculum

KHDA'S JOURNEY TOWARDS EXCELLENCE

"IN THE RACE FOR EXCELLENCE, THERE IS NO FINISH LINE"

His Highness Sheikh Mohammed bin Rashid Al Maktoum

Inspired by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, who aspires for Dubai to become the happiest city on earth, the Dubai government drives to implement excellence models to deliver greater happiness to their customers through the adoption of best practice models such as the EFQM.

KHDA's excellence journey started in 2007 with the adoption of EFQM model. This important step enabled the organisation to focus on delivering excellence consistently. From the start, the model has been integrated into KHDA's structure, with all KHDA hearts receiving EFQM training. Today, more than 25% employees is directly involved in keeping up the high standards by maintaining the excellence model.

KHDA's leadership reinforces the culture of excellence by direct involvement. A senior management position had the sole responsibility to lead the excellence journey and ensure that it is continuously improved in line with organisational strategy that caters to the needs and expectations of our stakeholders.

HOW DID YOU GET STARTED?

Providing good quality education is a shared responsibility and we know this can only be possible by engaging with the community. Focus group discussions, customer feedback and regular surveys helped us better understand customer needs and develop a strategy that creates better services.

Being innovative in what we do best and creating the next practice in our field is a key to achieve and maintain exemplary performance. Innovation is a driving force within the organisation as it provides employees with platforms to foster creativity.

Learning from best practice is essential to establish and improve our systems. When looking at best practices, we look at ways to develop it further and how we can adopt it to fit KHDA's organizational culture and needs. This is also reflected in our efforts to inspire and encourage sharing of good practices within the education community, in line with KHDA's aims to improve the overall quality of education in Dubai.

WHICH ASPECTS OF THE MODEL IMPLEMENTATION ARE YOU PARTICULARLY PROUD OF?

Through stakeholder engagement, measurement, Improvement and Innovation, we were able to achieve outstanding results. This includes our customers and people happiness level. The happiness of each employee is a priority for us, just as the happiness of our customers and our society, as we believed in **succeeding through people**.

A strong evidence based on international research expounded the benefits happiness brings to organizations, employees - and crucially - students, parents and educators. Happy people performed better at school and at work, happy people were healthier, happy people contributed more to their communities.

KHDA's happiness drive was supported by a series of initiatives and activities based on the Five Ways of Wellbeing, the pillars of which include: Connect, Be Active, Take Notice, Keep Learning and Give. These enabled employees to take greater control of their own happiness, and promoted happiness as an achievable way of life, rather than an abstract goal. As these activities and initiatives evolved, greater number of KHDA employees took part, and a gradual, organic change in the culture of KHDA began to take place. KHDA believes that Happiness is a journey, not a destination



KHDA focus on happiness and wellbeing was also reflected in our way of working with the education community, through working closely with the schools, students and our partners and continuously measuring the results related to these initiatives. KHDA measuring the wellbeing of all middle school students in Dubai involving 2500 students from 19 schools.

CAN YOU PROVIDE SLE RESULTS OR TANGIBLE EVIDENCES OF THIS VALUE/CHANGE AFTER A FEW YEARS?

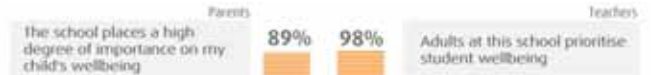
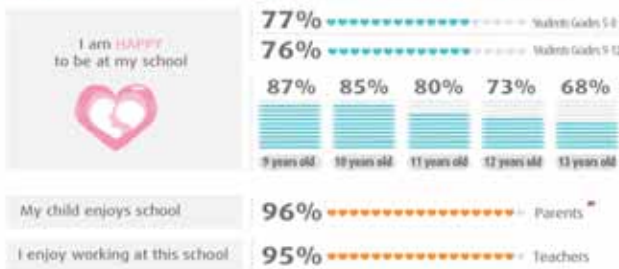


KHDA is presently ranked amongst the top 10% of organisations in the world (Happy@work survey)

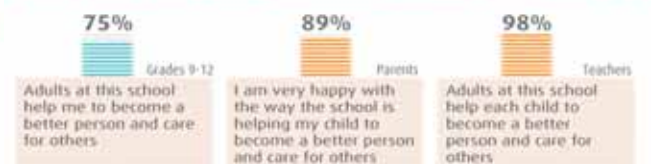


Our Customer Happiness level keeps growing consistently

Data from 69,000 responses to the School of Hearts & Minds survey.



Schools in Dubai develop nurturing environments and equip students with life skills.



We believe in educating the mind & educating the heart.

What Works

A movement started in 2012 in Dubai by educators for educators to share the best of what they do, based on appreciative inquiry.

WestEd School of Hearts

The first survey to measure students' happiness at schools in Dubai, done in partnership with WestEd California to improve practice and transform hearts.

Healthy & Happy School Award

A collaborative project from Dubai government teams to recognise schools which prioritise student happiness and wellbeing, and share their practices with others.

The Festival of Positive Education

KHDA hosted a workshop during this event, the first of its kind to bring together educators and positive psychology practitioners to talk about what positive education looks like in schools.

Some of our friends across the globe who are supporting Dubai schools to thrive.



In 2016, KHDA was one of handful of government entities to earn a Seven Star Rating Global benchmarking (in people happiness). That is launched by Dubai Government Excellence Program (DGEP) in collaboration with Global Benchmarking Network.



We partook in the 5th International Best Practice Competition in Mumbai, India where KHDA ranked second among 27 nominees from around the world.

WHAT DO YOU THINK ARE THE KEY BENEFITS OF IMPLEMENTING THE EFQM PHILOSOPHY?

- KHDA also looks outward for “Next Practices” rather than only adopting “Best Practices”. The unique learning opportunities provided to employees from local and the international organizations such as Disney Land in USA, Orange Frogs training and others have contributed to greater innovation, happiness and future shaping. KHDA is now a leading government entity in sharing best practices in happiness and positivity. Government entities (both locally and regionally) visit us on weekly basis to learn from our open culture and working environment.
- It has helped improve business results where targets are achieved or exceeded
- It has enabled KHDA to achieve balanced stakeholder satisfaction by having greater clarity in process identification and management, supported by values based leadership, a partnership approach, clear

communication channels, and a balanced set of KPI's.

- Enhancing the current online system adopted by the KHDA. For example, the feedback from parents, students and teachers has allowed us to adapt and improve the inspection framework and this has had a positive effect on school performance ratings.

WHAT IS NEXT?

- KHDA is moving towards achieving the best results in the field of government excellence through focusing on the achievement of UAE national agenda for Education, adopting best practices to improve the quality of education in all areas ie. Early learning, Schools, Training Institutes & Universities.
- In addition, KHDA aims to adopt the Holacracy model as the first entity in Dubai, which will then be implemented across all government entities through the 10X program adopted by UAE Government.

WANT TO KNOW MORE ABOUT KHDA?

Send your questions and enquiries to EFQM and we will make sure to get an answer for you. You can contact us at:

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