

Nomination: 7062

General Administration of Customs

Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

General Administration of Customs

Additional Contacts

I do not wish to list additional contacts

Page: Entry Information

Entry Title

General Administration of Customs

Category

A01 - A31 Employer of the Year > A24 - Employer of the Year - Non-Profit or Government Organizations

Employer of the Year Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

The General Administration of Customs is considered one of the first government entities in Abu Dhabi to ensure the security and integrity of the country's borders. As such, it is responsible for all customs trade-related activities to meet international standards and best practices.

Four years ago, ADCA began a transformation strategy based on several pillars including the human capital pillar. A major organizational change was made to enhance performance standards through an innovative approach focused on the use of new technological solutions and developed a learning technology for Human Capital Management, to be aligned with the World Customs Organization and world-class standards. The six main pillars from which a total of 64 strategic projects have been derived are Revenue Administration, Trade Facilitation, Operational Excellence, Security, Human Capital (HC), and Digital Transformation. Through maintaining momentum, which is fed by motivation. The transformation focuses on employee experience and engagement and continuously motivates the workforce toward the future of ADCA. Leading to significant benefits in growth, innovation, and competitive advantage, in return the vision of becoming a "World-Class" Customs Administration is sure to follow.

b. Outline the organization's employee-relations achievements since the beginning of 2021 that you wish to bring to the judges' attention (up to 250 words). Required

Concentrating investments on innovative HR initiatives supporting employee experience and building capabilities using technology:

1. New infrastructure, updated organization chart, and Human Capital strategy based on systematic manpower planning and international best practices.
2. Digital Assistance and Mobile Application on Cloud support, facilitating requirements, providing user-friendly Self-Service Portal.
3. Wireless attendance system, mobile application with face ID, using geofencing technology.
4. Ticket System fulfilling employees' requests within 48hrs.
5. Automated payroll using the Cloud application and RPA, to enhance the employees' experience.
6. Automated TNA cycle, a combination of 40% from competency-based appraisal, 40% from competency-based assessment, and 20% from competency-based training, feeding a competency profile of the job that is in the spider net chart, and offering a full learning cycle.
7. Centralized training needs under "Oracle" between HCM&OLM Cloud; integration between training cycle and talent management platform based on AI and ML that combines Development Management modules, and Fusion Analytics Warehouse, under a single system to provide multi-data that supports decision-making.
8. TO-BE plan outlining steps to achieve the desired future state. Including changes in technology, processes, policies, organization structure, through analyzing process, design, and implementation.
9. Digital Archiving system.
10. Re-engineered process on ARIS platform, controlling all processes, providing continuous improvement analysis findings.
11. Created modern talent development approaches such as digitized SCORM-based courses, SIMFOX systems simulating XRAY screening, Virtual Reality Academy, and three Hologram classes in three geographic locations.
12. Introduced out-of-the-box events aligned with the vision and mission of ADCA and Abu Dhabi Customs, achieving an increase in employee engagement and happiness.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the organization's past performance (up to 250 words). Required

Digital transformation implemented after gap-analysis of the previous situation; therefore, findings were:

- Absence of SMART objectives, undefined competencies, no clear functional job descriptions.
- Absence of Artificial Intelligence based systems with Machine Learning and Cloud applications.
- Unclear promotion policy, compensations, and rewards based on preferences, without a fair system.
- Outdated organization chart, lacks workload analysis to define employees required per department.
- Absence of latest technologies training based on competencies. Such as Augmented reality, Virtual Reality, Simulator, Interactive training, gamification training, and app training.
- Absence of a Performance Management System and Analytics and Dashboard.
- Outdated training delivery mood and training framework.
- Absence of automated Training Needs Analysis (TNA) based on a competency framework, and previous TNA was based on wish-lists and preferences.
- Absence of Artificial Intelligence based systems with Machine Learning and Cloud applications.
- Poor technological infrastructure that supports the new techniques in training.
- Lack of capturing process maps for processes across the organization.
- No benchmarking, no accreditation for Human Resources processes and training framework.
- Absence of any development plans, IDP, CDP, PIP, and Succession Plans.
- Absence of assessment tools for current and future employees to evaluate capabilities and
- Traditional attendance systems were available using fingerprint machines.
- Absence of a user-friendly learning and development application.
- Absence of gamification applications to support learning.
- Absence of proper plans to tackle the main elements of learning and development, all are coming into a reactive mode without study.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

Digital transformation made massive impact on productivity and efficiency ADCA processes:

- Cost saving on training, an average of 4.5 million and 4.3 million manpower.
- Increased overall productivity from 46% in 2018 to 71.6% in 2022.
- Increased employee interaction on training from 71% in 2018 to 87% in 2022, and increased training management impact from 69% in 2018 to 92% in 2022.
- Increased employee engagement / satisfaction including PM and training from 72% in 2018 to 88% in 2022, and increased PM impact from 81% to 98%.
- Increased services provided in L&D from 20% to 83% services and added processes, achieving 82% automation plan from 30%, 100% implementation of To Be process plan in 2021,
- Tangible availability of training courses dictionary, supporting technical & behavioral competencies required per employee.
- Psychometric assessments of performance gaps to assign employees to training courses.
- TNA cycle monitored by the spider-net, fed by assessment, performance appraisal, and training results, based on gap results and findings using artificial intelligence.
- Artificial-intelligence-based analytics warehouse, with 101 KPIs in HR to monitor talent proactively.
- ADCA is a benchmark to 40 entities in UAE, the Middle East, and the international level.
- HR won eight Stevie International, five Stevie Middle East and North Africa, seven ISO certifications, Number 1 in Oracle HCM Heroes, and the Great Place To Work Award.
- Number one HR of AD Government in maturity assessment by HR Authority, with a rate of 97.5% leading 64 entities in AD.

Webpage Link

<https://www.adcustoms.gov.ae/> (<https://www.adcustoms.gov.ae/>)

Would you like to add an additional webpage link?

Yes

Webpage Link 2

<http://www.wcoomd.org/en/media/newsroom/2021/november/the-wco-guide-to-managing-customshuman-capital-through-crises-and-beyond-is-now-available.aspx>
(<http://www.wcoomd.org/en/media/newsroom/2021/november/the-wco-guide-to-managing-customshuman-capital-through-crises-and-beyond-is-now-available.aspx>)

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Webpage Link 3

<https://mag.wcoomd.org/magazine/wco-news-95-june-2021/competency-based-approach-to-hrmanagement-the-experience-of-abu-dhabi-customs/>
(<https://mag.wcoomd.org/magazine/wco-news-95-june-2021/competency-based-approach-to-hrmanagement-the-experience-of-abu-dhabi-customs/>)

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Web Page Link 4

<https://hrme.economicstimes.indiatimes.com/news/workplace/bringing-the-hr-digital-revolution-to-the-workplace-interview-with-dr-ebrahim-alkhajeh-human-resources-director-general-administration-of-customs-abu-dhabi-uae/90898382> (<https://hrme.economicstimes.indiatimes.com/news/workplace/bringing-the-hr-digital-revolution-to-the-workplace-interview-with-dr-ebrahim-alkhajeh-human-resources-director-general-administration-of-customs-abu-dhabi-uae/90898382>)

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(<https://hrme.economicstimes.indiatimes.com/videos/flashback-2022-new-goals-ahead-for2023-with-dr-ebrahim-alkhajeh-hr-director-at-abu-dhabi-customs/96869667>)

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(<https://hrme.economicstimes.indiatimes.com/news/ethrworld-middle-east-hr-icons-2023-awards-meetthe-50-hr-leaders-who-redefined-hr-for-the-next/97967589>)

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Supporting Document

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Supporting Document 4

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Supporting Document 7

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Supporting Document 8

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