

Criteria for the experienced police institutions
IPSA program for quality and security excellence

A: Criteria of the methodologies

First criterion: police Leadership:	Second criterion: Strategic Policy	Third criterion: Human Resources in police	fourth criterion: Partnership and resources	fifth criterion: Processes
<p>1/1- police Leadership role in applying the vision and mission of the Ministry of Interior and Internal Security and its institutional values, specifying the goals of the police institution and presenting the good example of quality and excellence culture. On the practical level, Leaders of the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Contribute in the preparation, formulate the vision and mission of the Ministry of Interior, specify institutional values and clear objectives, deliver this to the workers, unite and mobilize their efforts to achieve this vision and mission. 2. Transform the vision and mission of the Ministry of Interior into clear objectives for the police institution. 3. Contribute to definition of vision and mission of the Ministry of Interior to all concerned parties, and Promote the dissemination of principles and requirements of quality and excellence application in the police sector. 4. Contribute to provide an institutional culture that ensures the achievement of the objectives of the Ministry of Interior by providing a good example of integrity, social responsibility and behavior inside and outside the institution. 5. Ensuring that the human resources of the police institution comply with the institutional values, work ethics and their adoption of the highest standards of professional conduct. 6. Contribute to the development of a unified leadership culture at the level of the Ministry of Interior; review the level of performance and leadership skills, effectiveness and development at the level of the police institution. 7. Participation in professional groups specialized in the workfield of the police institution and in conferences and seminars, especially those related to quality and excellence. 8. Effective personal participation in promoting development processes, continuing education and ensuring the benefit of its resulting consequences. <p>1/2 - Personal participation of police leaders in specifying, monitoring and reviewing the performance of the police institution, leading the development efforts, applying and modernization of the work systems. On the practical level, Leaders of experienced police institutions are performing as follows:</p> <ol style="list-style-type: none"> 1. Ensuring the establishing and application of an effective system for measuring, reviewing and developing the main institutional performance results using a balanced set of indicators, setting long and short-term priorities for the main concerned parties, In addition to determining the relation between the causes and the results. 2. Ensuring the creation and application of effective systems for the management of the police institution and planning to develop it to enhance its performance. 3. Referencing the decisions to reliable facts and information, and using information and knowledge derived from results analysis to interpret the current and projected performance of processes. 4. Contributing in applying an effective and comprehensive framework for governance on the various work fields of the police institution (e.g., institutional management, human resources management, financial management, information management). 5. Gaining the concerned party's trust by ensuring the specifying and management of risks a for all processes appropriately. 6. Knowing and understanding the capabilities possessed by the police institution and work to develop them. <p>1/3. Police leaders shall interact with all internal and external interest groups and involve them (those dealing with the security department, partners, suppliers, and the community). On the practical level, Leaders of the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Specifying the different internal and external concerned groups and preparing the necessary systems to specify their different needs, aspirations, anticipation, expect and respond to them. 2. Creating ways to engage internal and external customers, partners, suppliers and the community to undertake joint development projects and initiatives and support creativity and innovation. 3. Reviewing the opinion survey results of the concerned internal and external groups, their grievances, suggestions and review and specify their indicators and improve their results. 4. Adopting the principle of accountability towards the concerned parties and transparency towards the community and those who are concerned with governance at the governmental level with regard to performance and the extent of compliance with the legislations, laws, effective follow-up to implement what is mentioned in the evaluation reports and audit of these entities. 5. specifying strategic and operational partnerships in light of institutional and strategic needs, and with what is integrating with its capabilities and enhancing its strengths 6. Participating effectively in initiatives that are directed to community service. <p>1/4 - Police leaders work to build and promote the culture of excellence in human resources. On the practical level, Leaders of the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Contributing to the dissemination and promoting the culture of participation, initiation, enabling and accountability at all levels, and encourage human resources to participate in continuous development and improvement processes. 2. Contributing to the promotion of a culture that supports the generation and development of new ideas and ways of thinking in order to encourage creativity, innovation and institutional development. 3. Ensuring the contribution of human resources to achieve the continuous success on the personal and institutional level through their awareness of their abilities and capabilities in a climate of true participation. 4. Supporting individuals to achieve their plans and objectives, and to appreciate their efforts and achievements in the appropriate manner and time. 5. Ensuring the Periodic, fair and accurate evaluation of the performance of human resources. 6. Promoting and encouraging the principle of equal or diversity opportunity. 7. Personal contribution of leaders in human resources development activities including participation of leaders as trainers, lecturers or sponsors in training programs and in specialized conferences and seminars. 8. Preparing a new generation of leaders who are able to take responsibility and service including the methodologies of selection, development and training of those leaders. <p>1/5. Leaders ensure the flexibility of the police institution and its ability to manage change effectively. On the practical level, Leaders of distinguished police institutions are performing as follows:</p> <ol style="list-style-type: none"> 1. Understanding the internal and external factors that move the process of change at the level of the Ministry of Interior, and to specify and select changes to be made at the level of the police institution according to the priorities and strategy of the institution. 2. Showing the ability to make appropriate decisions in the appropriate time based on their available information and their previous experiences, taking into account the repercussions of these decisions. 3. Having flexibility throughout reviewing, adapting, and adjusting the direction of the police institution when necessary. Moreover, promoting the trust principle inside and outside the police institution at all times. 4. Seeking the commitment and participation of all concerned parties to ensure their contribution in the continued success of the institution and to make any necessary changes to ensure such success. 5. Showing the ability to achieve continuity for the success of the police institution through their ability to learn and quickly respond using new methodologies of work. 6. Specifying the resources and necessary support to achieve results and success on long-term not only Short-term gains (and ensure that the police institution remains in an advanced position). 7. Effective management of the change process, encouraging constructive exchange of views and discussion and managing the impacts of change on all of concerned parties. 8. Explaining the processes of change and its justifications to all of the concerned parties. 9. Supporting and enabling the human resources to effectively manage change. 10. Measure and review the effectiveness of change and ensure that all of the concerned parties are participating and benefiting from knowledge gained from change. 	<p>2/1 - Contributing to the preparation, reviewing - and updating of the strategy and policies supporting the police institution. On the practical level, distinguished police institutions is performing as follows:</p> <ol style="list-style-type: none"> 1. Knowing, considering and responding to the needs and expectations of all the concerned parties and using it as an access to develop the strategy and supporting policies, while pursuing any changes that may arise. 2. Analyzing and benefiting from the results of internal operational and strategic performance indicators and knowing the competencies possessed by the institution to understand the current and potential capabilities of the institution. 3. Reviewing and recognizing about the best-applied practices, ensuring that they benefit from it and compare the performance of the police institution with experienced institutions to identify the strengths and enhancement opportunities in the police institution. 4. benefiting from information and suggestions provided by human resources and their views. 5. Benefit from the results of institutional self-assessments. 6. Contributing to the preparation, development of the strategy and supporting policies to achieve the vision and mission of the Ministry of Interior. 7. Preparing and developing a strategy for the police institution that is consistent with and supports the strategy of the Ministry of Interior. 8. The strategy includes alternatives, scenarios and alternative plans to face changes and developments that may prevent achievement of the goals. 9. Specifying potential hazards, crises and disasters (including environmental risks), determining the probability of occurrence and consequences, and preparing a plan to manage the risk that includes activities, implementation responsibilities, periods and necessary resources. 10. The strategy balance between the needs of the police institution and requirements and expectations of all concerned parties. 11. The strategy embodies the concepts of excellence, best practices and includes the principles of "customer focus" and "police governmental efficiency". 12. Regularly reviewing and updating the strategy and supporting policies to ensure the range of their adequacy and effectiveness, and specifying the institutions that is responsible for preparation, reviewing and updating. 13. Taking into account the transparency during preparation, reviewing and updating of the strategy and its supporting policies. <p>2.2 Disseminate the Strategy, and its supporting policies as well as implementing and monitoring it. On the practical level, the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Specifying strategic and operational performance indicators at the level of the police institution and specifying digital targets based on comparisons with best practices and complying with the vision and mission of the police institution. 2. Working on the implementation of the strategy and its supporting policies in an organized manner in order to achieve the targeted objectives, with achieving the balance between the goals in the short and long term. 3. Aligning the objectives of the individuals and teams with the strategic objectives and operational plans of the police institution and enabling them to ensure their effective contribution to their achievement, and reviewing and developing these objectives on a regular basis. 4. Explaining the strategy, it is supporting policies and introduce them to different levels of career in the police institution and all concerned parties outside the police institution, and assess the extent of their knowledge and assimilation of these strategies. 5. Adopting the strategy as a basis for planning activities and setting objectives at all levels in the police institution. 6. Application of the administrative system followed in the police institution to monitor, evaluate and prepare following up progress reports in achievement using a performance management system. 	<p>3.1 Supporting human resources plans for the police institution's strategy. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Specifying the levels of required human resources performance to achieve the strategic objectives of the police institution. 2. Ensuring consistency and alignment between human resources plans and requirements of effective implementation of the police institution's strategy, organizational structure, modern technologies and key processes. 3. Application of policies and work systems related to human resources, ensuring justice, equal opportunities and transparency. 4. Benefiting from the opinion questionnaires addressed to employees and from information and opinions received from them (suggestions, complaints, grievance...) In developing practices and human resources plans. <p>3.2 Developing the human resources skills and capabilities of police institution. On the practical level, the experienced police institutions perform as follows:</p> <ol style="list-style-type: none"> 1. Specifying Skills and necessary abilities to achieve the objectives of the strategic police institution. 2. Specifying and classifying knowledge, skills and capabilities of human resources and place them in appropriate jobs and workplaces. 3. The Police institution contributes to the identification of training needs of human resources. 4. Measuring the extent of effectiveness and impact of training on the performance and behavior of human resources. 5. The performance of human resources in a manner that ensures the efficiency of the evaluation process and provides regular information of human resources on performance levels to improve these levels, and linking career progress with evaluation results. 6. Developing and activating opportunities and initiatives of continuous learning (formal and informal) for individuals and work teams. <p>3/3 - Enabling and participation of human resources in the police institution. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Enabling human resources and ensuring that they have the necessary tools, information and competencies to ensure their maximum contribution in achieving the objectives. 2. Providing adequate opportunities and an appropriate work environment that encourages employees and appreciates their skills, creative talents and dedication to work. 3. Encouraging and supporting human resources (at the individual and work team level) to participate in continuous improvement of performance and services and to be ambassadors and makers of continuous success. 4. Deepening the culture of initiation in order to enhance creativity and innovation in all fields of work in the police institution. 5. Building a culture that focuses on the client, supported by values centered on police services and the parties dealing with the police department. 6. Involving the human resources in the activities of reviewing and developing the efficiency and effectiveness of police operations. 7. Delegating adequate Validities of human resources to enable them to carry out their tasks. 8. Encouraging team spirit and collaborative common efforts. <p>3/4 - Effective communication of human resources at the level of the police institution. On the practical level, the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Specifying the needs and requirements of effective communication between the police institution and human resources. 2. Disseminating and clarifying the strategic direction of police institution's human resources to ensure their understanding of the vision, mission, values and objectives of the institution. 3. Ensuring that human resources will understand their role and contribution in achieving continuous success of the police institution. 4. Contributing to the implementation of the police institutions strategies and policies of the police institution to encourage human resources on exchanging knowledge and information, and allow learning and identifying best practices, and achieving the principle of dialogue and effective communication within the institution. <p>3/5 - Paying attention of rewarding and appreciating the efforts and achievements of human resources in the police institution. On the practical level, the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Encouraging, rewarding remarkable achievements at all levels of the police institution (employees and work teams) and link them with the Interior Ministry's strategy to enhance the participation and empowerment of human resources. 2. Adopting methodologies that ensure a balance between the practical and personal life of human resources. 3. Taking into account diversity (Cultural and social) and the difference between human resources. 4. Providing a healthy, safe and happy environment for human resources and applying the international Criteria in this field. 5. Encouraging the human resources to participate in activities that serve the community. 6. Organizing social, cultural, humanitarian and sports activities. 7. Effective application of functional grievance systems. 	<p>4.1 The Management of partners and suppliers for sustainable benefit. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Specifying and categorizing the major partners and suppliers of the police institution and distinguishing them in accordance with the strategy of the police institution and follow appropriate policies and procedures to effectively manage the relationship with them. 2. Drawing a framework and limits of partnership relations for mutual benefit that lead to build sustainable relations based on trust, openness and mutual respect. 3. Understand partnerships, specifying main goal behind it as well as the work nature with partners in the long term and sustainably. Moreover, seeking to benefit from partnerships to enhance their potential, capacity and to provide value to the concerned parties with the ability to assess and measure the impact of partnerships. 4. The joint work to improve the performance of operations, simplify procedures, developing customer services, boost and support the institutional development efforts of the Police institution and its partners to achieve mutual benefit for all parties. <p>4/2 - Managing the financial resources to achieve sustainable success. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Application of approved strategies, policies and financial transactions. 2. Contributing to financial planning processes to ensure the best use of resources efficiently and effectively. 3. Studying the financial implications of the projects and analyzing the alternatives to choose the appropriate ones, noting the long-term economic, social and environmental impacts. 4. Ensuring consistency and alignment between the implementation of long-term strategic objectives and short-term financial planning cycles. 5. Application of revenue development programs and rationalization of expenditures. 6. Analysis of results and achievements compared to approve financial resources. 7. Commitment to the implementation of concerned parties' observations with monitoring and financial control. <p>4.3 Property management (buildings, equipment, and resources) in a sustainable manner. On the practical level, the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Applying the Police institution's strategy and policies of property management, facilities and equipment. 2. Best use of property, facilities and equipment and manage their life cycle and security effectively. 3. systems application to measure and manage the impact of processes on health, safety and environment to ensure measurement and minimizing the negative impacts resulting from the work and products of the Police institution on society and the environment, rationalization and increase the efficiency of energy and water consumption. <p>4.4 Management of technical resources to support the implementation of the Strategy. On the practical level, the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. Applying the strategy and policies of the police institution to manage the technical resources to support the strategy of Interior Ministry and in line with the e-government strategy. 2. Use of modern techniques including processes automation and services to support and develop the efficiency of processes in the police institution. 3. Best use of the available technical resources, including the policy of replacing old techniques. 4. Contributing to the specification, selection and evaluation of alternative and modern technical resources in light of their impact on the performance of the police institution, its capabilities and impacts on the environment. 5. Use of modern technologies to support creativity and innovation efforts. <p>4/5 - Information and knowledge management to support effective decision-making and capacity building of the police institution. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Applying the Police institute's Strategy to manage the Information and Knowledge. 2. Ensuring the providing of accurate and sufficient information for police leadership to provide support for effective and timely decision-making, allowing police leadership to predict the performance of the police institution effectively. 3. Transforming data into information or knowledge that can be circulated and used effectively. 4. Facilitating access to information and knowledge (relevant to the concerned parties) from within or outside the police institution. With the application of the information, security and safety standards adopted at the level of the police institution. 5. Ensuring the Modernity, accuracy, comprehensiveness and integrity of information and knowledge. 6. Ensuring the best use of knowledge and information on the current performance of the police institution and its capabilities to specify the available opportunities and support creativity and innovation. 	<p>5/1 - Designing and managing the police processes to achieve the best value of those concerned. On the practical level, the experienced police institutions performs as follows:</p> <ol style="list-style-type: none"> 1. specifying and classifying the necessary police processes to implement the police institution, the Ministry of Interior's strategy, achieve its objectives, prioritize the processes as part of the administrative system of the institution and use of appropriate methodologies for the effective management and development, including processes that exceed the limits of the police institution . 2. Application of processes management systems and quality in light of global standards for processes management. 3. Specifying the responsible parties for each process and indicating their roles and responsibilities in upgrading, managing and developing the structure of the main processes. 4. Designing processes performance indicators (operational and strategic) and linking them directly with the strategic plan. 5. Tackling the issues related to overlapping and dualism of task performance and services providing within the police institution and with partners to ensure effective achievement of processes from beginning to end. <p>5/2 - Designing and upgrading of police services based on the needs of dealers and their expectations. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Creativity and initiation to develop and provide services that provide benefit to dealers. with police system 2. Benefiting from the results of studies and questionnaires for the concerned parties and institutional learning activities to specify the needs and expectations of current and future dealers and to specify their views on the services currently provided to them and specifying the fields of services enhancement. 3. Engaging human resources, dealers, partners, suppliers and stakeholders in the processes of designing and development of new creative services for existing and new dealers. 4. Understanding and anticipating the impact of new technologies on services and processes. 5. Use of creativity and innovation to design, develop and provide new police services in response to dealers needs and expectations and in collaboration with the concerned parties. 6. Creating and implementing agreements to ensure the scope and level of service to be provided with partners and dealers from other departments or institutions and entities Governmental bodies. 7. Using a specific policy based on the principle of comparing the expected costs and benefits of the police institution, contracting with third parties to provide Activities, services, or processes on behalf of the Police institution. 8. Application of excellent governmental service standards in designing and development of police services. <p>5/3 - Marketing of the police services effectively. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Defining the services provided and its associated standards for all categories of dealers. 2. Specifying the business model used to provide services in terms of processes, capabilities, collaborates and value provided. 3. Application of the business model through the definition of services, value provided, categories of the beneficiaries and affected by services and service providing- channels. 4. Contributing to the application of the strategy of public communication and the marketing of services effectively to the categories of dealers and beneficiaries. 5. Contribute to effective awareness, promotion and marketing services for current and expected customers. 6. Ensuring that the Police institution has capabilities and resources that enable it to fulfill its promises in relation to their services providing. . <p>5.4 providing and management of the services. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Providing services to achieve the requirements and needs of the dealers and their expectations. 2. Planning the carrying capacity of services- providing channels to ensure the availability of services and manage the order size efficiently and effectively. 3. Ensuring that human resources have the skills, capabilities, tools, information, and powers that enable them to improve dealer experience. 4. Ensuring the consistency of the dealer experience in different stages of service and in its different providing channels. 5. Managing the services during all stages of submission, taking into account any impacts on safety, public health and environment. 6. Monitoring the performance of services through quantitative and qualitative measures and comparing results with the concerned parties to identify the enhancement opportunities and points Strength to improve the value provided to customers. 7. Benefiting from the Creations and innovations of human resources, dealers, Partners and the concerned in development of services, simplifying procedures and increasing the efficiency and effectiveness of processes. <p>5/5 - Managing and strengthening the relations of the police dealers. On the practical level, the experienced police institution performs as follows:</p> <ol style="list-style-type: none"> 1. Specifying and classifying categories of dealers and responding to their needs and different expectations. 2. Specifying the requirements of regular communication with different categories of dealers in the short and long term to achieve them. 3. Creating channels of dialogue with dealers based on openness, transparency and trust in all dealings with the police institution. 4. Continuous monitoring of service providing, dealers experiences, their impressions and reviewing to determine the level of satisfaction with the service provided, manner and place of submission. Moreover, Quick response to the requirements of dealers. 5. Taking into account diversity (Cultural and social) of the dealers.

B: Results criteria:

sixth criterion: Results of the dealers with police institutions	seventh criterion: Human resources results	Eighth criterion: Results of the society	Ninth criterion: Main results of performance:
<p>6\1- Measures for the opinions of the dealers with police institutions (impressions): These measures reflect the opinion of the beneficiaries who are affected by the activities and services of the police institution , directly or indirectly through opinion questionnaires, discussion groups, complaints, thanks letters and the like, and according to the nature of the work of the police institution, this can include the following aspects:</p> <ul style="list-style-type: none"> • Easy accessibility to the police service: <ul style="list-style-type: none"> - Accessibility. - Multiple channels. - The suitability of working hours. - Easy access to information. - Transparency of requirements for obtaining the police service. - The duration period required to access the police service. • Speed of the police service providing: <ul style="list-style-type: none"> - Waiting c. - Period of the police service providing: - Response time. • Easy access to the police service. <ul style="list-style-type: none"> - Police service procedures. - Evidences, documents, and models related to the police service. - Tackling the complaints of the dealers. - Transparency of procedures for providing the police service. • Employees manner of conduct: <ul style="list-style-type: none"> - Conduct and competence. - Knowledge of the requirements for obtaining the police service. - Advice and support. - Justice and equality in dealings. - Appreciation and respect of the dealer. - Value Added. - Precedence and initiation. • police service information: <ul style="list-style-type: none"> - Clarity of police service information. - Inclusiveness of information. - Accuracy of information. - Newness of information. - Information matching across different channels. • Police Service Centers: <ul style="list-style-type: none"> - The location is appropriate to the nature of police service. - Waiting system. - Cleaning, ventilation and lighting of the site. - Sanitary facilities. - Availability of car stations. - Consistency of the center's appearance with the institutional identity of the institution. • police service outputs: <ul style="list-style-type: none"> - Outputs matching with the technical specifications of the police service. - Compatibility of the provided police service with the requirements of the dealer. - Reliability (functional tasks of outputs). - The general impression from the experience of the parts dealing with the police institution. <p>Notes:</p> <ul style="list-style-type: none"> • The previous points are examples of the criteria that the police institution can use to measure opinions of the dealers and assess their experience with Procedural police Services, and do not necessarily represent the minimum or highest level of criteria and areas of measurement, as it has been mentioned for example but not limited to. • For security services related to administrative or judicial control, public services and services provided by the government to other governmental bodies, Other aspects of measurement can be used for assessing the opinions of the affected and beneficiaries of these services other than opinion questionnaires (discussion groups, public meetings, ...) Also, the used measurement criteria shall be consistent to the nature of the service being measured. The opinions of people indirectly affected by the services, policies, and activities of police institution can also be measured. <p>6\2 Performance indicators related to the dealers with the Police institution: The following are the interior performance criteria for controlling, understanding, specifying and predicting the performance of the police institution regarding the dealers. according to the nature of police institution work, these criteria may include:</p> <ol style="list-style-type: none"> 1. Results of the main operations of police institution. 2. The amount of provided outputs and main services. 3. Efficiency of providing the police services (percentage of reduction in service cost, percentage of increase in output with maintaining the same inputs). 4. The period required to provide the police services (period of waiting, period required to achieve the service, number of steps required to achieve the service). 5. Indications of easy access to the police service (number of days to have an appointment, number of channels available to provide the service). 6. Ratio of compliance with the service standards according to service level agreements. 7. Percentage of services that have been improved. 8. Percentage of errors. 9. Productivity (the volume of operations completed in the unit of time compared to objectives). 10. Measuring creativity and participation rates (number of new services, suggestions received, percentage of proposals applied, and so forth). 	<p>7\1- Human resources opinion questionnaires, which may include the following fields:</p> <ul style="list-style-type: none"> • Impression on the police institution. • Vision of the police institution and its leadership. • Professional development. • The performance and stability of the police institution. • Additional benefits and bonuses. • Circumstances of work, preparations and equipment. • Environment and atmosphere of the work. • Paying attention to work and its challenges. • Evaluation of performance and appreciation. <p>7\2 Performance indicators related to human resources: The following are the internal performance measures for controlling, understanding, specifying, and predicting the performance of the police institution related to human resources. and according to the work nature of the police institution, it can include the following results:</p> <ul style="list-style-type: none"> • achievements: <ul style="list-style-type: none"> - Competencies required compared to available competencies. - Productivity. - Levels of success of training programs and development in achieving the desired goals. - Evaluation of the effect of training. • Motivation and participation: <ul style="list-style-type: none"> - Participating in enhancement teams. - Participating in suggestion systems. - Participating in training and development programs. - (Measurable) benefits of team works. - Appreciation of employees and teamwork efforts. - Ratio of response to opinion questionnaires. • Satisfaction levels: <ul style="list-style-type: none"> - Absence levels. - Sick leave levels. - Percentage of work accidents. - Grievances. - Functional turnover rate. • services provided for human resources: <ul style="list-style-type: none"> - Time required providing services (time required to achieve the task). - Efficiency of service providing (percentage of reduction in service cost, percentage of increase in output with maintaining the same inputs). - Percentage of errors. - Effectiveness of communication. - Quick response to queries and requests. • Localization: <ul style="list-style-type: none"> - Localization: percentages at various job levels / categories. - Percentage of increase in the number of citizens. - Continuity rates of services provided to citizens. 	<p>8\1 Performance indicators related to partners, environment, and society: The following are the internal performance criteria for controlling, understanding, specifying and predicting the performance of the police institution regarding the environment, partners, and society, and according to the work nature of police institution, these criteria may include:</p> <ul style="list-style-type: none"> • In the field of environment: <ul style="list-style-type: none"> - Ratio of reduction in electricity and water consumption. - The volume of material that has been recycled. - Ratio of reduction in material consumption (paper, fuel, chemicals ...). - Reduction in Greenhouse gases (GHG) emissions and environmental pollutants. • In the field of social responsibility: <ul style="list-style-type: none"> - Number of social initiatives. - Effects of social initiatives. • In the field of partnership: <ul style="list-style-type: none"> - Results of partner's performance evaluation. - Results of supplier's performance evaluation. - Value Added from companies. - Number of improvement initiatives implemented with partners and their benefits. <p>Note: It should be borne in mind that the police institutions are already in place for community security and service, so we should not confuse between the activities and services that The police institution provides for society as part of its main work and the community activities carried out outside its scope of its work as a charitable or voluntary effort. If such community activity does not interfere with the main activities that may be the competence of other governmental bodies, but must be carried out in, coordination with these bodies in a way that integrates with such bodies but does not constitute a conflict or repetition of its role. It should also be noted that budgets should not be allocated to community activities, this shall either be done through voluntary activities of the employees of the police institution or the use of facilities and resources of the police institution in the implementation of community activities (in a way that does not affect its main activities).</p>	<p>9\1- strategic outputs of performance: this criterion focuses on the main aspects of strategic measurement that are specified according to the tasks of the police institution in accordance with the law of incorporation, national indicators, and global competitive indicators related to police work.</p> <ul style="list-style-type: none"> • financial outcomes including: <ul style="list-style-type: none"> - Degree of commitment to budget (revenues and expenses). - Rationalization of expenditures (ratio and volume). - Number and volume of transfers. • Strategic (non-financial) outcomes include: <ul style="list-style-type: none"> - Percentage of the contribution of the police institution in achieving the strategic performance indicators of the state. <p>9\2 Main Performance indicators: These measures are specific to the operational plans of the police institution to control, understand, specify, predict and improve the outcomes of the institutional performance, and depending on the nature of the work, objectives and activities of the police institution, this criterion can include the following results:</p> <ul style="list-style-type: none"> • Projects and Initiatives: <ul style="list-style-type: none"> - Ratio of achieving operational performance indicators related to projects and initiatives. • Information and knowledge: <ul style="list-style-type: none"> - Easy access to information: - Accuracy of information. - Suitability of information. - Providing information at the suitable time. - Sharing and exchanging knowledge. • Governance and Transparency: <ul style="list-style-type: none"> - The percentage of compliance of the police institution with the regulations and systems, as well as the application of the observations presented in internal or external audit reports.