



الجمعية الدولية للعلوم الشرطية (إبسا)
International Police Science Association (IPSA)
Asociación Internacional de Policía de Ciencias 国际警学协会
Association Internationale des Sciences de la Police Международная Ассоциация Полиции Науки
Towards Attainment of Quality and Excellence in Policing

IPSA Accreditation Center (IAC)

Accreditation of Security institutions and Follow-up on the quality of accredited institutions:

Criteria for Experienced Police Institutions

Note: The criteria form part of the IPSA program for quality and security excellence in experienced police institutions. They provide guidelines for evaluating the leadership role in applying the vision and mission of the Ministry of Interior, promoting a culture of excellence, managing performance, engaging stakeholders, and effectively managing change within the police institution.

A: Methodology Criteria

Criterion 1: Police Leadership

1.1: Role of Police Leadership in Applying Vision and Mission

Effective police leadership plays a crucial role in applying the vision and mission of the Ministry of Interior and Internal Security, along with institutional values. The leaders of experienced police institutions demonstrate the following actions:

1. Contribute to formulating the vision and mission of the Ministry of Interior, establishing institutional values, and defining clear objectives. They effectively communicate and unite the workforce, mobilizing their efforts to achieve the vision and mission.
2. Transform the vision and mission of the Ministry of Interior into specific objectives for the police institution.
3. Promote the dissemination of quality and excellence principles and requirements within the police sector by sharing the vision and mission of the Ministry of Interior with all relevant parties.
4. Foster an institutional culture that exemplifies integrity, social responsibility, and exemplary behavior both within and outside the police institution, thereby ensuring the accomplishment of the Ministry of Interior's objectives.
5. Ensure that the human resources within the police institution align with the institutional values, work ethics, and adhere to the highest standards of professional conduct.
6. Contribute to developing a unified leadership culture within the Ministry of Interior. They assess the performance, leadership skills, effectiveness, and developmental needs within the police institution.



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7. Actively participate in professional groups and attend conferences and seminars, particularly those related to quality and excellence in policing.
8. Personally engage in promoting development processes, continuous education, and ensuring the benefits derived from these efforts.

1.2: Personal Involvement of Police Leaders in Performance Management and Development

Experienced police leaders actively participate in the specification, monitoring, and review of the police institution's performance. They lead development efforts and drive the application and modernization of work systems. Their practical actions include:

1. Establish and implement an effective system to measure, review, and enhance key institutional performance results. This includes utilizing a balanced set of indicators, setting priorities for relevant stakeholders, and understanding the cause-and-effect relationships.
2. Create and implement efficient management systems for the police institution, ensuring continuous planning and development to enhance performance.
3. Base decisions on reliable facts and information, utilizing knowledge derived from results analysis to interpret current and projected process performance.
4. Contribute to the application of an effective and comprehensive governance framework across all areas of the police institution, such as institutional management, human resources management, financial management, and information management.
5. Build trust among relevant stakeholders by effectively identifying and managing risks associated with all processes.
6. Possess a thorough understanding of the capabilities of the police institution and actively work towards their development.

1.3: Interaction of Police Leaders with Internal and External Stakeholders

Police leaders in experienced institutions interact with various internal and external interest groups, actively involving them in decision-making processes. Their practical actions involve:

1. Identify different internal and external stakeholder groups and establish systems to understand their unique needs, aspirations, expectations, and concerns. They aim to anticipate and respond effectively to these factors.



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2. Foster engagement with internal and external customers, partners, suppliers, and the community to undertake joint development projects, encourage creativity and innovation, and support collaborative initiatives.
3. Review opinion survey results from internal and external stakeholders, addressing grievances, suggestions, and improving outcomes based on their feedback.
4. Embrace accountability towards stakeholders and ensure transparency towards the community and other governing bodies regarding performance, compliance with laws and regulations, and effective implementation of evaluation reports and audits.
5. Identify strategic and operational partnerships that align with institutional needs and capabilities, enhancing strengths and supporting the mission.
6. Actively participate in community service initiatives, effectively contributing to the well-being of society.

1.4: Building and Promoting a Culture of Excellence in Human Resources

Police leaders focus on building and promoting a culture of excellence within the human resources of the institution. Their practical actions include:

1. Foster a culture of participation, initiative, empowerment, and accountability at all levels of the organization. Encourage human resources to actively engage in continuous development and improvement processes.
2. Promote a culture that encourages the generation and development of new ideas and innovative thinking, fostering creativity and institutional growth.
3. Ensure that human resources are aware of their abilities and capabilities and create an environment conducive to their active participation in personal and institutional success.
4. Support individuals in achieving their goals and objectives, appreciating their efforts and accomplishments in a timely and appropriate manner.
5. Implement periodic, fair, and accurate performance evaluations for human resources.
6. Promote and encourage equal opportunity and diversity principles.
7. Engage in human resources development activities, including leaders acting as trainers, lecturers, or sponsors in training programs, conferences, and seminars.
8. Establish effective methodologies for selecting, developing, and training the next generation of leaders, enabling them to assume responsibility and contribute to the institution's service.



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1.5: Ensuring Flexibility and Effective Change Management

Police leaders ensure the flexibility of the institution and its ability to manage change effectively. They demonstrate the following actions:

1. Understand internal and external factors driving the change process within the Ministry of Interior. Select and prioritize changes at the police institution level based on the institution's strategy and priorities.
2. Make appropriate decisions in a timely manner, considering available information and previous experiences while acknowledging the impact of these decisions.
3. Display flexibility by regularly reviewing, adapting, and adjusting the direction of the police institution as necessary. Foster trust among internal and external stakeholders at all times.
4. Seek commitment and participation from all relevant parties to ensure their contribution to the continued success of the institution and facilitate necessary changes.
5. Demonstrate the ability to learn and respond swiftly by adopting new work methodologies, ensuring continuity for the institution's success.
6. Allocate resources and provide necessary support to achieve long-term results and success, maintaining an advanced position for the police institution.
7. Effectively manage the change process, encourage constructive dialogue and discussion, and manage the impact of change on all stakeholders.
8. Communicate and explain the change processes and justifications to all relevant parties.
9. Support and enable human resources to effectively manage change.
10. Measure and review the effectiveness of change initiatives, ensuring active participation and knowledge sharing among all relevant parties.



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A: Methodology Criteria

Second Criterion: Strategic Policy

2/1 – Contribution to the Preparation, Review, and Update of Strategy and Policies Supporting Police Institutions.

Practical Implementation of Distinguished Police Institutions:

1. Identifying, considering, and responding to the needs and expectations of all stakeholders, utilizing them to develop the strategy and supporting policies, while addressing any arising changes.
2. Analyzing and utilizing internal operational and strategic performance indicators, as well as understanding the competencies of the institution to assess its current and potential capabilities.
3. Reviewing and acknowledging best practices, ensuring their implementation, and comparing the performance of the police institution with experienced institutions to identify strengths and areas for improvement.
4. Incorporating information and suggestions provided by human resources and valuing their perspectives.
5. Utilizing the results of institutional self-assessments.
6. Contributing to the preparation and development of a strategy and supporting policies aligned with the vision and mission of the Ministry of Interior.
7. Creating a strategy for the police institution that aligns with and supports the Ministry of Interior's strategy.
8. Developing alternative scenarios and plans to address potential changes and developments that may hinder goal achievement.



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9. Identifying potential hazards, crises, and disasters (including environmental risks), assessing their likelihood and consequences, and formulating a risk management plan with defined activities, responsibilities, timelines, and required resources.
10. Striking a balance between the needs of the police institution and the requirements and expectations of all stakeholders.
11. Embedding the concepts of excellence and best practices within the strategy, including the principles of "customer focus" and "police governmental efficiency."
12. Regularly reviewing and updating the strategy and supporting policies, ensuring their adequacy and effectiveness, and assigning responsible parties for preparation, review, and updates.
13. Ensuring transparency throughout the preparation, review, and update process of the strategy and its supporting policies.

2.2 Dissemination, Implementation, and Monitoring of the Strategy and Supporting Policies.

Practical Implementation of Experienced Police Institutions:

1. Defining strategic and operational performance indicators at the institutional level and setting digital targets based on best practices, while aligning with the vision and mission of the police institution.
2. Organized implementation of the strategy and supporting policies to achieve the targeted objectives, striking a balance between short-term and long-term goals.
3. Aligning individual and team objectives with the strategic objectives and operational plans of the police institution, enabling effective contribution, and regularly reviewing and developing these objectives.
4. Communicating the strategy and its supporting policies to personnel at various career levels within and outside the police institution, assessing their understanding and assimilation of these strategies.
5. Using the strategy as a basis for activity planning and objective setting at all levels within the police institution.
6. Applying an administrative system to monitor, evaluate, and prepare progress reports on achievement using a performance management system.



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A: Methodology Criteria

Third Criterion: Human Resources in Police

3.1 Support for Human Resources Plans in Police Institutions' Strategy

Practical Implementation in Experienced Police Institutions:

1. Define the required levels of human resources performance to achieve the strategic objectives of the police institution.
2. Ensure consistency and alignment between human resources plans, the implementation requirements of the police institution's strategy, organizational structure, modern technologies, and key processes.
3. Implement policies and work systems related to human resources, ensuring fairness, equal... opportunities, and transparency.
4. Incorporate feedback from employees through opinion questionnaires and information received from them (suggestions, complaints, grievances) to enhance practices and human resources plans.

3.2 Development of Human Resources Skills and Capabilities in Police Institutions

Practical Implementation in Experienced Police Institutions:

1. Identify the skills and abilities necessary to achieve the strategic objectives of the police institution.
2. Specify and classify the knowledge, skills, and capabilities of human resources, placing them in appropriate positions and workplaces.
3. Contribute to identifying the training needs of human resources within the police institution.
4. Measure the effectiveness and impact of training on the performance and behavior of human resources.
5. Evaluate the performance of human resources effectively, providing regular performance feedback to improve performance levels and linking career advancement with evaluation results.
6. Develop and facilitate opportunities for continuous learning (both formal and informal) for individuals and work teams.



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3.3 Enablement and Participation of Human Resources in Police Institutions

Practical Implementation in Experienced Police Institutions:

1. Empower human resources by providing them with the necessary tools, information, and competencies to maximize their contribution to achieving objectives.
2. Create suitable opportunities and work environments that encourage employees, recognize their skills, creative talents, and dedication to work.
3. Encourage and support human resources (at the individual and team levels) to actively participate in continuously improving performance and services, becoming ambassadors and drivers of continuous success.
4. Foster a culture of initiative to enhance creativity and innovation across all areas of work within the police institution.
5. Cultivate a client-focused culture, supported by values centered on police services and the parties involved with the police department.
6. Involve human resources in activities aimed at reviewing and enhancing the efficiency and effectiveness of police operations.
7. Delegate sufficient authority to human resources to enable them to carry out their tasks.
8. Foster team spirit and encourage collaborative efforts.

3.4 Effective Communication with Human Resources in Police Institutions

Practical Implementation in Experienced Police Institutions:

1. Identify the needs and requirements for effective communication between the police institution and its human resources.
2. Disseminate and clarify the strategic direction of human resources within the police institution to ensure their understanding of the institution's vision, mission, values, and objectives.
3. Ensure that human resources understand their role and contribution to the continuous success of the police institution.
4. Promote the implementation of strategies and policies that encourage knowledge and information exchange among human resources, facilitate learning and sharing of best practices, and foster effective dialogue and communication within the institution.

3.5 Recognition and Appreciation of Efforts and Achievements of Human Resources in Police Institutions

Practical Implementation in Experienced Police Institutions:



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1. Encourage and reward outstanding achievements at all levels of the police institution (individual employees and work teams) and link them to the Interior Ministry's strategy to enhance the engagement and empowerment of human resources.
2. Adopt methodologies that ensure a balance between the professional and personal lives of human resources.
3. Embrace diversity (cultural and social) and value the differences among human resources.
4. Provide a healthy, safe, and positive work environment for human resources, adhering to international standards in this field.
5. Encourage human resources to participate in activities that serve the community.
6. Organize social, cultural, humanitarian, and sports activities.
7. Effectively implement grievance systems to address functional concerns.



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A: Methodology Criteria

Fourth Criterion: Partnership and Resources

4.1 Management of Partners and Suppliers for Sustainable Benefit

Practical Implementation in Experienced Police Institutions:

1. Identify and categorize major partners and suppliers of the police institution, aligning them with the institution's strategy, and establish appropriate policies and procedures to effectively manage relationships with them.
2. Establish a framework and boundaries for partnership relations that foster mutual benefit, trust, openness, and mutual respect.
3. Understand the goals and nature of partnerships, seeking to enhance their potential, capacity, and value for all parties involved, with the ability to assess and measure their impact.
4. Collaborate with partners to improve operational performance, streamline procedures, enhance customer services, and support institutional development efforts for mutual benefit.

4.2 Management of Financial Resources to Achieve Sustainable Success

Practical Implementation in Experienced Police Institutions:

1. Implement approved strategies, policies, and financial practices.
2. Contribute to financial planning processes to ensure efficient and effective resource utilization.
3. Evaluate the financial implications of projects and analyze alternatives, considering long-term economic, social, and environmental impacts.
4. Ensure consistency and alignment between long-term strategic objectives and short-term financial planning cycles.
5. Implement revenue development programs and cost optimization measures.
6. Analyze results and achievements in relation to approved financial resources.



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7. Comply with observations and recommendations from relevant stakeholders through monitoring and financial control.

4.3 Sustainable Property Management (Buildings, Equipment, and Resources)

Practical Implementation in Experienced Police Institutions:

1. Apply the police institution's strategy and policies for property, facilities, and equipment management.
2. Optimize the use of property, facilities, and equipment, managing their lifecycle and security effectively.
3. Implement systems to measure and manage the impact of processes on health, safety, and the environment, aiming to minimize negative effects and improve energy and water efficiency.

4.4 Management of Technical Resources to Support Strategy Implementation

Practical Implementation in Experienced Police Institutions:

1. Apply the police institution's strategy and policies for managing technical resources, aligned with the Interior Ministry's strategy and e-government initiatives.
2. Utilize modern technologies, including process automation and services, to support and enhance the efficiency of police processes.
3. Optimize the utilization of available technical resources, including a policy for replacing outdated technologies.
4. Contribute to the identification, selection, and evaluation of alternative and modern technical resources, considering their impact on police institution performance, capabilities, and environmental considerations.
5. Leverage modern technologies to support creativity and innovation efforts.

4.5 Information and Knowledge Management to Support Effective Decision-Making and Capacity Building

Practical Implementation in Experienced Police Institutions:

1. Implement the police institution's strategy for information and knowledge management.
2. Ensure the provision of accurate and sufficient information to support effective and timely decision-making by police leadership, enabling predictions of the institution's performance.
3. Transform data into information or knowledge that can be effectively circulated and utilized.
4. Facilitate access to relevant information and knowledge, both internal and external to the police institution, while adhering to information security and safety standards.
5. Ensure the modernity, accuracy, comprehensiveness, and integrity of information and knowledge.



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6. Optimize the use of information and knowledge about the current performance and capabilities of the police institution to identify opportunities, support creativity and innovation, and build capacity.



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A: Methodology Criteria:

Fifth Criterion: Processes

5.1 Designing and Managing Police Processes to Achieve the Best Value for Stakeholders

Practical Implementation in Experienced Police Institutions:

1. Identify and categorize the necessary police processes aligned with the police institution's strategy and objectives, prioritizing them within the administrative system and utilizing effective management and development methodologies.
2. Implement process management systems and quality standards based on global best practices.
3. Assign responsibilities to appropriate parties for each process, clarifying their roles and responsibilities in upgrading, managing, and developing the structure of key processes.
4. Design performance indicators for processes (both operational and strategic) and establish a direct link to the strategic plan.
5. Address issues related to overlapping and duplicative task performance and services within the police institution and with partners, ensuring effective process execution from start to finish.

5.2 Designing and Upgrading Police Services Based on Stakeholders' Needs and Expectations

Practical Implementation in Experienced Police Institutions:

1. Foster creativity and innovation to develop services that provide value to stakeholders within the police system.
2. Conduct studies, questionnaires, and learning activities to understand the needs and expectations of current and future stakeholders, including their views on existing services and areas for improvement.
3. Engage human resources, stakeholders, partners, suppliers, and dealers in the design and development processes of new and improved services.
4. Anticipate and understand the impact of new technologies on services and processes.



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5. Utilize creativity and innovation to design, develop, and provide new police services that address stakeholders' needs and expectations, collaborating with relevant parties.
6. Establish agreements to ensure the scope and level of service provision with partners and dealers from other departments, institutions, or governmental bodies.
7. Implement a policy that evaluates the expected costs and benefits of outsourcing activities, services, or processes to third parties on behalf of the police institution.
8. Apply excellent governmental service standards in designing and developing police services.

5.3 Effective Marketing of Police Services

Practical Implementation in Experienced Police Institutions:

1. Define the services provided by the police institution and associated standards for all categories of stakeholders.
2. Specify the business model used to provide services, including processes, capabilities, collaborations, and value proposition.
3. Implement the business model by defining services, value proposition, stakeholder categories, and service delivery channels.
4. Contribute to the application of public communication strategies and effective marketing of services to stakeholders.
5. Promote awareness and effective market services to current and prospective customers.
6. Ensure that the police institution has the necessary capabilities and resources to deliver on its service promises.

5.4 Service Provision and Management

Practical Implementation in Experienced Police Institutions:

1. Provide services that meet the requirements, needs, and expectations of stakeholders.
2. Plan service delivery channels' capacity to ensure availability and efficient management of service volume.
3. Equip human resources with the skills, capabilities, tools, information, and authority necessary to enhance the stakeholder experience.
4. Ensure consistency in the stakeholder experience across different stages of service and delivery channels.
5. Manage services throughout all stages of delivery, considering impacts on safety, public health, and the environment.
6. Monitor service performance using quantitative and qualitative measures, comparing results with stakeholders to identify improvement opportunities and areas of strength.



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7. Leverage the creativity and innovations of human resources, dealers, partners, and other stakeholders to improve services, streamline processes, and increase efficiency and effectiveness.

5.5 Managing and Strengthening Police Stakeholder Relationships

Practical Implementation in Experienced Police Institutions:

1. Identify and categorize different stakeholder groups, responding to their needs and diverse expectations.
2. Define the requirements for regular communication with different stakeholder groups in the short and long term to fulfill their needs.
3. Establish channels of dialogue with stakeholders based on openness, transparency, and trust in all interactions with the police institution.
4. Continuously monitor service provision, stakeholders' experiences, feedback, and reviews to gauge satisfaction levels, promptly addressing their requirements.
5. Consider the cultural and social diversity of stakeholders in all interactions and services.



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B: Results criteria:

Sixth Criterion: Results of the Dealers with Police Institutions

6.1 Measures for the Opinions of the Dealers with Police Institutions (Impressions)

These measures capture the opinions and impressions of the beneficiaries who are directly or indirectly affected by the activities and services of the police institution. They can be assessed through various means such as opinion questionnaires, discussion groups, complaints, thank-you letters, and more. The following aspects can be considered:

- Easy Accessibility to Police Services:
 - Accessibility and multiple channels for accessing services.
 - Suitability of working hours.
 - Ease of access to information.
 - Transparency of requirements for obtaining police services.
 - Duration required to access police services.
- Speed of Police Service Delivery:
 - Waiting time.
 - Response time.
- Ease of Interacting with Police Services:
 - Procedures for obtaining police services.
 - Handling complaints from dealers.
 - Transparency of service provision procedures.
- Employee Conduct:
 - Conduct, competence, and professionalism of employees.
 - Knowledge of the requirements for obtaining police services.
 - Provision of advice and support.
 - Justice and equality in dealings.
 - Appreciation and respect shown to dealers.



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- Value added by employees.
- Precedence and initiative in service delivery.
- Police Service Information:
 - Clarity, inclusiveness, and accuracy of information provided.
 - Timeliness of information.
 - Consistency of information across different channels.
- Police Service Centers:
 - Appropriate location of service centers.
 - Waiting system.
 - Cleanliness, ventilation, and lighting of the facility.
 - Availability of sanitary facilities.
 - Availability of parking spaces.
 - The consistency of the center's appearance with the institutional identity.
- Police Service Outputs:
 - Outputs aligning with technical specifications.
 - Compatibility of provided services with dealer requirements.
 - Reliability of service functionality.
 - Overall impression of the dealer's experience with the police institution.

Note:

The mentioned criteria are examples that can be used to measure opinions and assess the experience of dealers with procedural police services. The actual criteria and areas of measurement may vary, and other aspects can be considered depending on the nature of the services provided. Measurement methods should be consistent with the nature of the service, and opinions of indirectly affected individuals can also be taken into account.

6.2 Performance Indicators Related to the Dealers with Police Institutions

The following performance indicators can be used to monitor, understand, specify, and predict the performance of the police institution concerning its dealers. Depending on the nature of the police institution's work, these indicators may include:

- Results of Main Operations:
 - Key outcomes achieved by the police institution.
- Volume of Provided Outputs and Main Services:
 - Quantity and quality of services provided.
- Efficiency of Service Provision:
 - Percentage reduction in service costs.
 - Percentage increase in output while maintaining the same inputs.
- Service Delivery Time:



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- Waiting time for service.
- Time required to complete service provision.
- Number of steps required to complete service delivery.
- Indicators of Easy Access to Police Services:
 - Number of days to secure an appointment.
 - Availability of multiple channels for service provision.
- Compliance with Service Standards:
 - Percentage of services meeting the standards defined in service level agreements.
- Percentage of Services Improved:
 - Proportion of services that have undergone improvements.
- Error Rate:
 - Percentage of errors in service provision.
- Productivity:
 - Volume of operations completed within a specific time frame compared to objectives.
- Creativity and Participation Metrics:
 - Number of new services introduced.
 - Number of suggestions received.
 - Percentage of implemented proposals, etc.

These indicators can help evaluate the performance of the police institution and track its progress in meeting the needs and expectations of dealers.



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Association Internationale des Sciences de la Police Международная Ассоциация Полиции Науки
Towards Attainment of Quality and Excellence in Policing

IPSA Program for Quality and Security Excellence

Criteria for Experienced Police Institutions

Note: The criteria form part of the IPSA program for quality and security excellence in experienced police institutions. They provide guidelines for evaluating the leadership role in applying the vision and mission of the Ministry of Interior, promoting a culture of excellence, managing performance, engaging stakeholders, and effectively managing change within the police institution.

B: Results criteria:

Seventh Criterion: Human Resources Results

7.1 Human Resources Opinion Questionnaires

To gather feedback and insights from human resources within the police institution, opinion questionnaires can be utilized. These questionnaires may cover the following areas:

- Impression of the police institution.
- Perception of the police institution's vision and leadership.
- Professional development opportunities.
- Assessment of the police institution's performance and stability.
- Additional benefits and bonuses.
- Work conditions, preparedness, and equipment.
- Work environment and atmosphere.
- Attention to work and its challenges.
- Performance evaluation and recognition.

7.2 Performance Indicators Related to Human Resources

The following performance indicators can be used to assess and monitor the performance of the police institution concerning its human resources. Depending on the nature of the police institution's work, these indicators may include:

- Achievements:
 - Comparison of required competencies to available competencies.
 - Productivity levels.
 - Success rates of training and development programs in achieving desired goals.
 - Evaluation of the impact of training on performance.



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- Motivation and Participation:
 - Participation in improvement teams.
 - Contribution to suggestion systems.
 - Engagement in training and development programs.
 - Measurable benefits of teamwork.
 - Employee appreciation and recognition for teamwork efforts.
 - Response rate to opinion questionnaires.
- Satisfaction Levels:
 - Absence levels.
 - Sick leave levels.
 - Work accident rates.
 - Grievances filed.
 - Employee turnover rate.
- Services Provided for Human Resources:
 - Time required to provide services (task completion time).
 - Efficiency of service provision (reduction in service cost, increase in output with the same inputs).
 - Error rates.
 - Effectiveness of communication.
 - Responsiveness to queries and requests.
- Localization:
 - Localization percentages at various job levels/categories.
 - Increase in the number of citizens employed.
 - Continuity rates of services provided to citizens.

These indicators help evaluate the performance, satisfaction, and well-being of the human resources within the police institution and enable targeted improvements and interventions when needed.



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B: Results criteria:

Eighth Criterion: Results of the Society

8.1 Performance Indicators Related to Partners, Environment, and Society

The following performance indicators can be used to assess and monitor the police institution's performance concerning its impact on the environment, partnerships, and society. These indicators may include:

- In the Field of Environment:
 - Reduction in electricity and water consumption.
 - Volume of material recycled.
 - Reduction in material consumption (paper, fuel, chemicals, etc.).
 - Reduction in greenhouse gas (GHG) emissions and environmental pollutants.
- In the Field of Social Responsibility:
 - Number of social initiatives undertaken.
 - Impact of social initiatives on society.
- In the Field of Partnership:
 - Evaluation results of partner performance.
 - Evaluation results of supplier performance.
 - Value added by partner companies.
 - Number of improvement initiatives implemented with partners and their benefits.

It is important to differentiate between the activities and services that the police institution provides to society as part of its main work for community security and service, and the community activities carried out outside its scope as charitable or voluntary efforts. The main activities of the police institution should not be confused with community activities, which may fall under the responsibility of other governmental bodies. If the police institution engages in community activities, it should coordinate and integrate with other relevant bodies to



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avoid conflicts or duplication of roles. Budgets should not be allocated specifically for community activities; instead, they can be carried out through voluntary initiatives by police institution employees or by utilizing the institution's facilities and resources in a way that does not impact its core activities.

These indicators help assess the police institution's environmental impact, social responsibility, and partnerships with external stakeholders. They provide valuable insights into the institution's contributions to society and its commitment to sustainable practices.



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B: Results criteria:

Ninth Criterion: Main Results of Performance

9.1 Strategic Outputs of Performance

This criterion focuses on measuring the main strategic aspects of performance based on the tasks of the police institution, in accordance with the law of incorporation, national indicators, and global competitive indicators related to police work. It includes financial and strategic (non-financial) outcomes, such as:

- Financial Outcomes:
 - Degree of commitment to the budget in terms of revenues and expenses.
 - Rationalization of expenditures in terms of ratio and volume.
 - Number and volume of transfers.
- Strategic (Non-Financial) Outcomes:
 - Percentage of the police institution's contribution to achieving the strategic performance indicators of the state.

9.2 Main Performance Indicators

These indicators are specific to the operational plans of the police institution and are used to control, understand, specify, predict, and improve institutional performance outcomes. Depending on the nature of the work, objectives, and activities of the police institution, this criterion can include the following results:

- Projects and Initiatives:
 - Ratio of achieving operational performance indicators related to projects and initiatives.
- Information and Knowledge:
 - Easy access to information.



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- Accuracy of information.
- Suitability of information.
- Providing information at the appropriate time.
- Sharing and exchanging knowledge.
- Governance and Transparency:
 - Percentage of compliance of the police institution with regulations and systems.
 - Application of recommendations presented in internal or external audit reports.

These performance indicators provide a comprehensive assessment of the strategic outputs and operational effectiveness of the police institution. They help evaluate financial accountability, the institution's contribution to strategic objectives, project and initiative success, information management, and adherence to governance and transparency standards.