

Dr. Salman Al-Shobaki

Advisor to Director General - Quality and Excellence

Dr. Salman Al-Shobaki is the advisor to the Director General of Telecommunications and digital Government Regulatory Authority (TDRA), a UAE federal entity that regulates and monitors the telecommunications sector and the national digital government. He is responsible of designing and implementing “Excellence Models”, best practices and managing internal quality and operations measures and standards. This ensured TDRA winning many prestigious awards in “Mohammad Bin Rashid award for excellence in government” on the federal level. TDRA advanced to be shortlisted as one of the top three entities in implementing excellence model practices in the fourth cycle in 2016. This was further enhanced as TDRA won the first position twice as the “Best Leading entity” in the fifth and sixth cycles in 2018 and 2021. TDRA also won key employees excellence medals such as the “Best Director General” medal, “Best New Employee”, “Best Technical Employee”, and “Best Employee in Engineering Function”. In addition to winning various awards on federal level such as “Best Entity in Enablers” in 2016 cycle, and “Best Entity in National Agenda Execution” in 2016, 2018, and 2021 cycle. In 2022, TDRA submitted to external 5star rating assessment by the European Foundation for Quality and Excellence (EFQM), and achieved 5-star rating from the first time, a unique achievement among federal entities. In quality practises, TDAR advanced from implementing 3 to 28 international standards and best practices, and implementing a novel ISORobot platform to manage the standards. In operations, TDRA successfully implemented iGrafx Platform and mapped all its processes and increased process maturity by 35% from 2018 to 2021.



In 2007, Salman was the Chief Learning Officer (CLO) of Aramex, Int., the first company from the Arab world to go public on NASDAQ stock exchange. He worked on establishing and managing Aramex Corporate University to be Aramex learning hub and develop/implement leadership development programs. He also developed all the associated procedures and controls to ensure effective implantation and favourable results from the learning initiatives.

Dr. Al-Shobaki graduated from Imperial College of Science, Technology and Medicine - University of London in 2000 with a Ph.D. in Industrial Engineering. He started his career as a lecturer in the Industrial Engineering Department at the Hashemite University. In 2003 he managed industrial relations for the College of Engineering, and in 2004 he became the head of the Industrial Engineering Department.

He worked on many consultancies related to the assessment/implementation of Excellence Models in Jordan and the Gulf. He is a certified EFQM assessor for the 2008, 2010, and 2020 models. Dr. Salman became a Certified Chief Innovation Officer (CCInO) from the Global Innovation Institute in 2019. He attended several leadership management programs including the 2009 “EMP, Executive Management Program for Leaders” at the AUB American University in Beirut - Lebanon, and the 2011 “ASM, Advanced Strategic Management - Leadership Development Program” at IMD Switzerland.

As a volunteer, Salman had previous voluntary opportunities that focused on education aspects. He was a member of the steering committee of Mousab Khorma scholarship fund - The Arab Foundation for Sustainable Development (Ruwwad), with focus on candidates for the scholarships, and setting up systems/measures for effective follow-up on students’ academic achievement. He volunteered as Chair of the Technical committee on “setting and managing excellence Centres in Vocational education” in Jordan. He also works with children as a coach and assessor in the global First Lego League Contest.

Academic Education and Professional Qualifications

- **Ph.D.**, Industrial Engineering in “Systems Modelling & Simulation”, Imperial College of Science, Technology & Medicine, University of London, 1995-2000, UK.
- **M.Sc.**, Industrial Engineering in “Advance Manufacturing Systems”, Brunel University, 1994-1995, UK.
- **B.Sc.**, Electronic Engineering, Yarmouk University, 1989-1994, Jordan.
- **CEA**, Certified European Assessor, European Foundation for Quality Management (**EFQM**) Excellence Models, Apr 2009, Jun 2012, and Sept 2020.
- **CEA**, Certified Excellence Assessor, Dubai Government Excellence Program, Dec 2009, UAE.
- **CCInO**, Certified Chief Innovation Officer, Global Innovation Institute, 2019.
- **ASM**, Advanced Strategic Management - Leadership Development Program, International Institute for Management Development - IMD, June 2011, Switzerland.
- **EMP**, Executive Management Program for Leaders, American University in Beirut, Jun 2009, Lebanon.

Work Experience – Full-time work and achievements

Entity:	Telecommunications and Digital Government Regulatory Authority (TDRA)	
Position (s):	Advisor to Director General	3/2021 - Now
	Manager - Quality and Excellence	3/2015 - 3/2021
<u>Key Achievements and Outcomes - Quality</u>		
– Developed Quality practices and increased international standards (ISO, BS) adoption/implementation/certification from 3 to 28 standards, to be managed through a newly designed and implemented “ISORobot” platform. – Developed and Implemented 7 different annual surveys including customer happiness, employee happiness, supplier happiness, strategic partners happiness, interdepartmental happiness, society happiness, corporate image and reputation, and mystery shopper.		
<u>Key Achievements and Outcomes - Operations</u>		
– Built/implemented “Operations Management Framework”, mapped processes using the “Operation management” platform (iGrafx), and ran/audit process mapping/implementation, leading to an increase in process documentation/implementation by 80% from 20% in 2018 to 100% in 2021. – Built/implemented the “Operational Maturity Framework”, leading to an increase in process maturity by 35% from 10% in 2020 to 45% in 2021. – Developed the “Roles and Responsibility” matrix and its integration with “Operations Management Framework”, “Service Delivery Framework”, and “Projects/Initiatives”. The matrix ensures balanced workload distribution among employees and corrected various operational inefficiencies.		
<u>Key Achievements and Outcomes - Excellence and Awards</u>		
– Advanced TDRA in the “Federal Excellence Awards” more than 20 positions to be shortlisted (top three) in fourth cycle - 2016. – Enabled TDRA to win the prestigious “Best Leading entity” (first place) in the “Federal Excellence Awards” in the fifth cycle - 2018 and the sixth cycle - 2021. – Enabled TDRA to win various awards in the “Federal Excellence Awards” including: “Best National Agenda Execution” in 2016, 2018, 2021, and “Best Enablers” in 2016, and “Best Shared Service” in 2018. – Increased TDRA award nominations in the “Federal Excellence Awards” from 1 in 2010 to 3 out of 9 in 2016, to 8 out of 9 in 2018, to 11 out of 14 in 2021. – Enabled TDRA members to win various “Prime-Minister Medals” in the “Federal Excellence Awards” including the prestigious “Best Director General”, “Best Technical Employee”, “Best Engineer”, “Best New Employee” in 2018, and “Best Deputy Director General” in 2021. – Increased TDRA shortlist in “Prime-Minister Medals” in the “Federal Excellence Awards” from 2 out of 10 in 2016, to 6 out of 11 in 2018, to 4 out of 9 in 2021.		

- Developed/implemented various initiatives to foster/grow excellence culture within TDRA, and ensure continuous improvement and organisational focus on excellence and competitiveness such as the “sustainable Excellence Initiative” and the “Global Competitiveness Assessment”.
- Developed/implemented the “Global Excellence Initiative” and ensured the application of TDRA to “Star Rating” assessment by the European Foundation for Quality Management (EFQM), where it achieved 5 stars from the first time, an achievement among federal entities.

Key Achievements and Outcomes - Continuous Improvement

- Developed/supervised the implementation of six-sigma initiatives and more than 24 continuous improvement projects that led to developing TDRA services/operations, such as reducing service time for a key service from 21 to 5 working days and reducing service submitted documents by 70%.
- Increased TDRA achievement in “Prime-Minister Employee Survey” from 62% in 2015, to 69% in 2016, to 92% in 2018 (third place among federal entities), to 88% (first federal entity) in 2019, and 89% in 2022 (first among federal entities).
- Developed the 1st comprehensive Agility and preemptiveness assessment using combined assessment models, followed by intensive corrective action plan to increase TDRA agility and preemptiveness.

Key Achievements and Outcomes - Leadership and HR

- Initiated and supervised the first cycles of Director General and Deputy Director General Leadership assessment using different psychometric assessment methods, assessment centres, and surveys. This was followed by an intensive coaching program that resulted in improving employee happiness with senior leadership from 91% in 2016 to 97% in 2020.
- Initiated and supervised the first and second middle management development assessment and development and coaching programs. This increased leadership capability of middle management level, and increased employee satisfaction from “Heads of Departments” and “Head of Sections”.
- Launched the first productive assessment for 55 leaders and project managers, and implemented follow up initiatives and personalised development programs to increase productivity by 50%. The initiative enabled the identification of key talents for future succession planning.

Key Achievements and Outcomes - Other contributions/Support

- Designing and developing of innovation strategy, innovation priorities, and innovation system.
- Building the project management office and auditing project execution level and documentation.
- Setting and developing a “Risk Management Framework” and implementing risk identification and mitigation plans on the ISORobot Platform.
- Setting the “Future Shaping Committee” and the future shaping priorities and scenario studies.
- Overall strategy development, implementation, and cascade into an operational plan, and integration with the project management office and procurement/contracting strategy.
- Design and review of different HR policies, training plans, training priorities, HR and TDRA strategy alignment and integration, and succession plan.

Entity: Aramex International - Global Office

Position (s): Chief Learning Officer (CLO)

10/2006 - 3/2015

Key Achievements and Outcomes

- Setting up the strategic direction and the road map for Aramex corporate university, including the overall governance structure of the learning function.
- Develop Aramex learning culture with focus on: Induction programs for new hires, employee development plans, implement annual learning plan, and measure/follow-up learning quality.
- Develop and implement Aramex’s first and second line of leadership development programs.
- Ensure proper budgeting and execution of training/learning/development activities within the Aramex network, leading to an increase in execution of planned and structured training/development activities from 61% to 89% with a slight budget increase from 72% to 78%.

Entity:	Hashemite University	
Position(s)	Head of the Industrial Eng. Dept. - College of Engineering	9/2004 - 9/2006
	Assistant Dean - Industrial contacts and affairs	9/2003 - 9/2004
	Assistant Professor - Industrial Engineering Department	9/2000 - 9/2006
<u>Key Achievements and Outcomes</u>		
- Setting department strategic direction - Launching a new M.Sc. program in "Maintenance Management" - Managing undergraduate lecturers and student affairs - Set up the Industrial Engineering Department study plan, 5 various lab tenders, refurbishment, and study syllabus. - Setting up the 8 College of Engineering workshops including bidding for equipment and machinery, setting teaching curriculum, and staffing with required technicians. - Managing the production and training in the College of Engineering workshops. - Managing student summer field placement - Member of the Strategic plan committee (college and university level), the university scientific research council, and the College of Engineering summer field training, Students punitive affairs, Laboratory affairs the lecturers hiring, and scholarships - Teaching 10 courses in the undergraduate program including: Engineering numerical analysis, Simulation, Ergonomics (Human factors engineering), Work measurement (Time and motion study), Forecasting and time series analysis, Knowledge management, and Engineering workshops.		

Entity:	Global Consultancy for Excellence Systems Development Ltd.	
Position (s):	Managing Partner	7/2009 - 12/2018
<u>Key Achievements and Outcomes</u>		
– Winning several consultancy contracts related to operations management and excellence awards implantation.		

Entity:	Various Entities	
Position (s):	Assessor and Consultant	2005-20015
<u>Key Achievements and Outcomes</u>		
– Self-Assessment for Dubai Municipality and Road and Transport Authority (RTA) 2014-2015. – Freelance Assessor: for excellence programs such as: - o Sheikh Saqr Program for Government Excellence - Ras AlKaima Excellence awards 2015. - o Abu Dhabi Excellence Program: 3rd Cycle 2013. - o Ajman Excellence Program: 2nd cycle 2011. - o Sheikh Khalifa Government Excellence Program: 1st cycle 2010, 2nd cycle 2012, 3rd cycle 2014. - o Dubai Government Excellence Program: 12th cycle 2010. - o King Abdullah II Award for Excellence & Transparency in Public Sector: 2nd cycle 2005, 3rd cycle 2006. - o King Abdullah II Award for Excellence in Private Sector: 3rd cycle 2004, 4th cycle 2006. - o Mark of Best Practice Award for Business Associations: 1st cycle 2006. – Freelance Consultant: King Abdullah II Award for Excellence and Transparency in Public Sector for organisations such as: Ministry of Higher Education and Scientific Research, Jordanian Free Zone Corporation, Civil Defence Authority, Jordanian Central Bank (won second place, category: first time participants, third cycle 2006), Companies Control Department (won second place, category: Best institution/department, third cycle 2006), Securities Depository Center, and Jordan Securities Commission.		