

## Dubai Courts Knowledge Management

2012

**Vision:** ●  
To attain wisdom in  
court performance

● **Mission:**  
Managing knowledge efficiently and innova-  
tively will leverage our competitive capabili-  
ties towards leadership in court performance



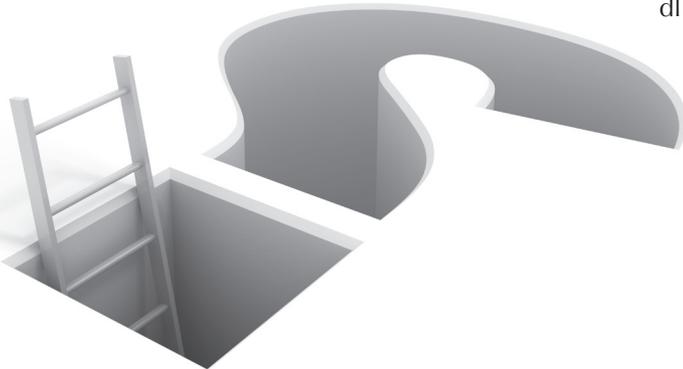
**Dr. Ahmed Saeed Bin Hazeem Al Suweidi**  
Dubai Courts – Director General

## General Director Message

Through its interest in knowledge management concept, Dubai Courts aims at building a knowledge community in which knowledge receives same attention and care received by usual resources such as financial material and human resources adopted in any successful business.

Knowledge is not different from such resources in term of its importance and influence on administrative operations success in attaining the goals aimed at by the organization. However, knowledge is different from the other resources since knowledge management requires special awareness, techniques and tools.

Knowledge can't be managed with the same style used for managing other administrative resources. This initial fact shall be taken for granted in order to be on the right path in handling this important resource. Innovation and creative approaches are the only way to successfully deal with corporate knowledge. For example, many practitioners and theorists in this





field recommend electronic means as perfect means to be used in knowledge management. Though we initially agree with this opinion, we don't believe that electronic means can guarantee sufficient comprehensive required in managing this substantial resource, nor eliminate the necessity for using various means at the same time to achieve standard results in this field.

Dubai Courts Knowledge Management Strategy is based on many cornerstones; the first is our belief in the importance of this resource for court business. This importance stems from the nature of knowledge as a vital element in determining the level of performance and results in all its sectors.

The second cornerstone is represented in that court business must be managed through corporate culture that adopts many techniques and tools and copes with corporate requirements related to knowledge, and not through any other ready-made system regardless of its

type and development.

The third and most important cornerstone is our keenness on creativity and innovation in court performance knowledge management; this keenness is not limited to financial challenges that may prevent the provision of some requirements in this regard.

To conclude, we look forward with much confidence that our corporate interest in knowledge, aside from being an indicator of Dubai Court's awareness of knowledge importance, to have a significant impact on enhancing our competitive capabilities comparing to other judicial systems around the world.

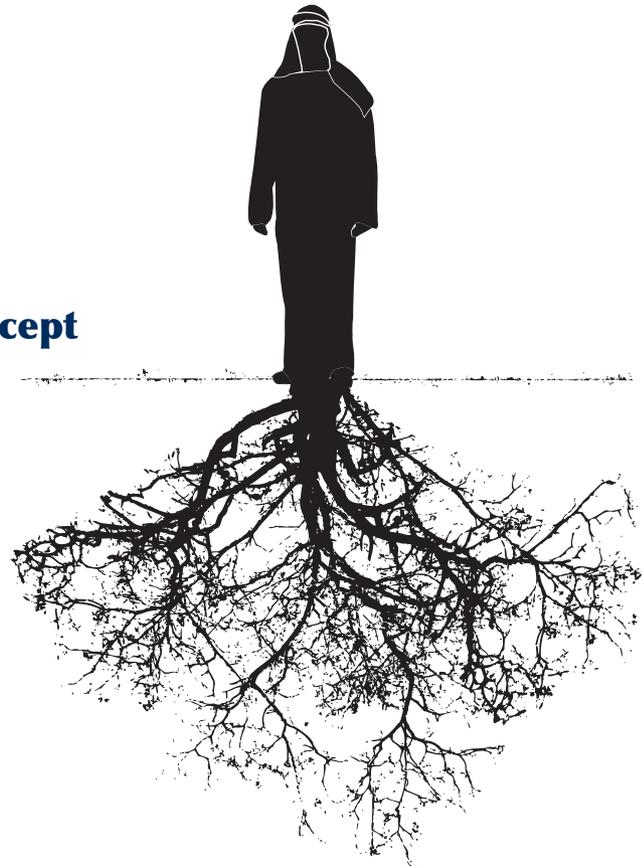
**May Allah bless your efforts exerted  
towards the advancement  
of the United Arab Emirates.**

## Introduction

### Knowledge Management Concept

Man is curious by nature, and this curiosity is an important trait that enables him to handle and utilize everything available to him, as well as to avoid risks of all phenomena that surround him. Knowledge is not limited to a single aspect of our life, as it includes all these phenomena. These aspects include many factors; some are related to his biological and psychological nature, while others are related to his natural, cultural, social or professional environment.

Knowledge revolution started with the discovery of the printer in the fourteenth century; ever since, information circulation became more effective and research as well as information availability become more facilitated. These developments immensely contributed to the advancement and prosperity of human kind.



With information and data explosion which occurred within the last century and is still continuing these days, the need for information optimum utilization has emerged, So a new science known as knowledge management has emerged; this science addresses techniques, tools and human resources used for knowledge collection, management, dissemination and



investment within an organization, for the purpose of achieving its goals. This science is also used as a benchmark for making decisions, setting plans and defining future goals.

Various definitions of knowledge management concept and its impact on organization have emerged. Most of these definitions agree that knowledge management is to collect business and employee experiences and to put them in a framework that facilitates their investment and distribution among other employees, so they have the skills required to perform at their best.

There are definitions that attempted to specify the concept of knowledge management. Skyrme, a prominent theorist, defines the concept of knowledge management as: "Systematic and clear management of knowledge and activities related to knowledge creation, collection, organizing, dissemination and utilization; this process requires transferring individual knowledge to collaborative knowledge that can be shared easily throughout an organization."

Knowledge is divided into two groups, the first is the implicit knowledge defined as the repository of employee experiences; the second is the explicit knowledge that can be documented and disseminated. The latter includes experiences, policies and reports, in addition to catalogues, journals, books, references and

publications. Therefore, knowledge management helps organizations to attain deep understanding of their experiences.

Some activities of knowledge management help organizations to have a focus on extraction, storage and use of knowledge for purposes like problem solving, dynamic learning, strategic planning and decision making. Knowledge management protects intellectual resources and adds value to organizational intelligence and provides organizations with more flexible tools in managing their affairs.

Knowledge management provides employees with channels and activities that encourage innovation. It also helps organizations to preserve corporate knowledge to be used, shared and disseminated to employees who need knowledge for effective and efficient performance. This can be achieved by capitalizing on the state of the art technologies and information technology.

There are others who see knowledge management as a concept and approach using information technology as a tool for collecting and sharing information, and not as a tool of information technology. Therefore, the concept of knowledge management can be applied in all fields and businesses and not only in companies and organizations.





## Dubai Courts Knowledge System

### Dubai Courts Corporate Knowledge

Dubai Courts dedicated all its capabilities to achieve its vision which is attaining leadership in court performance. We handle knowledge as one of the most significant resources that requires much care. Therefore, an organizational unit dedicated to knowledge has been established, with the mission to manage knowledge efficiently and innovatively in a manner that enhances competitive capabilities of Dubai Courts and contributes towards achieving our mission in the community.



Judicial sector is a sector that depends on knowledge outcome acquired by human resources related to this field, whether they are judges or administrative staff. This knowledge outcome can be acquired by practitioners and staff working in this significant field as a result of individual and organizational efforts that include learning, training and practicing.

In the view of the importance of knowledge management concept, it becomes clear that the outcome of knowledge must be preserved and managed in a scientific practical manner that provides judicial instrument with more effective capabilities, enabling it to carry its duties towards community.

Knowledge management in judicial sector can be defined as the process of planning, organizing, and

carrying on initiatives and programs that enable extraction, collection, documentation and dissemination of knowledge and experiences related to judicial activities. This process is carried out through judicial or administrative staff based on the principles established by higher courts, legislations, laws and decrees, as well as performance evidences, procedures, statistics bulletin, minutes of meeting, periodical reports and documentations of best practices and experiences. Judicial profession is an industry in which intellectual effort is an indispensable ingredient. Accumulated intellectual experiences of employees in this sector represent a fortune of knowledge whose importance or professional value can't be underestimated.

Hence, all judicial instruments are required to give

this concept priority over other activities in relation to organizing and developing judicial profession, in view of its great impact on to enhancing the quality of court performance in general.

### **Knowledge Management Dept.**

Dubai Courts Higher Management realized the significance of intellectual fortune of its employees, and the role of this fortune in advancing the judicial and administrative profession at the organization. In view of this realization, Dubai Courts established a department responsible for planning, organizing and implementing initiatives and programs as well as all activities related to corporate knowledge management in order to be used more efficiently.

Dubai Courts Knowledge Management Department aims at laying out policies and methodologies related to knowledge management, and at supervising the implementation of these policies and methodologies. The Department is assigned to the process of defining, categorizing, updating and evaluating this knowledge, as well to developing studies and researches about knowledge management instruments used to advance both judicial and administrative profession.

The contributions of Knowledge Management Department are to add components of knowledge management, to vary its resources and dissemination mechanisms, and to transfer it to the target audience in a systematic clear manner that complies with standards applicable in this field subject to the vision, mission and strategies of Dubai Courts.



The Department is responsible for deploying and disseminating knowledge culture in Dubai Courts, as well as for ensuring that knowledge is received by all employees and that its positive impact on their performance is achieved, in order to guarantee excellent performance.

Dubai Court's Knowledge Management Department comprises two divisions, Knowledge Dissemination Division which is responsible for developing knowledge concepts and disseminating them through organizational units, as well as supersizing the implementation of these concepts in accordance with the duties of these units. These duties are fulfilled by using all available resources And, Legal Library Division that represents paper and electronic knowledge database including all laws applicable and their updates. These include all publications and references



related to Sharia, jurisprudence, laws, administration science, in order to be used by legal professionals and practitioners.

### **Teamwork at Dubai Courts and Knowledge Management**

Teamwork at Dubai Courts has an additional dimension that is not less important than other established dimensions of this business approach. Many don't notice the importance of working groups and committees if they are efficient in providing the chance for knowledge sharing and circulating it in the organization. This helps organizations to make decisions based on more credible and trustworthy information.

These teams and committees enable knowledge streamlining from highly experienced employees to less experienced ones. To establish and promote this policy, Dubai Courts is keen to have teams and committees that combine different categories of employees with different specialities in terms of activities and duties.

Leadership team consists of chiefs of the three courts and all directors of the departments, in addition to strategic transformation team of the judicial sector, which is considered as the highest entity of leadership team in Dubai Courts. In addition, there are organizational work development teams in all courts and departments, which the three courts consist of head of the departments and a group of more experienced judges, and on the level of departments they consist of the managers and a group of division officers.

These teams are considered as in field chance for all to share knowledge over different aspects of professional duties in Dubai Courts. These include a long list of teams and permanent committees annually formed to handle specific duties; its membership include various and different skills, talents and professional ranks, which best achieves our goals in knowledge management and main goals of these groups.

### **Opinion Assemblies**

Dubai Courts hold periodical meetings that bring together judicial and administrative leaders and specialists from Dubai Courts or outside judicial system. These meetings are called "Opinion Assemblies", and represent forums for managing discussions, sharing opinions and formulating recommendations related to judicial and administrative business or other subjects including those related to courts or community affairs.

These forums seek to collect best thoughts and ideas in order to reach best results, and encourage constructive professional dialogues and discussions at gatherings where expression freedom is prevalent. These forums collect opinions and suggestions in relation to all factors that may lead to advancement of court business, and contribute to the march of development, and promote participation and team spirit among all employees in Dubai Courts and other partners.

These meetings focus on affairs related to the courts and judicial authorities in whole, as well as future and contemporary challenges that face courts and government agencies in the Emirate of Dubai and the United Arab Emirates, and community affairs concerning judicial authorities and courts. Opinion assemblies include roundtables organized on the sidelines of official delegations visits made to Dubai Courts.

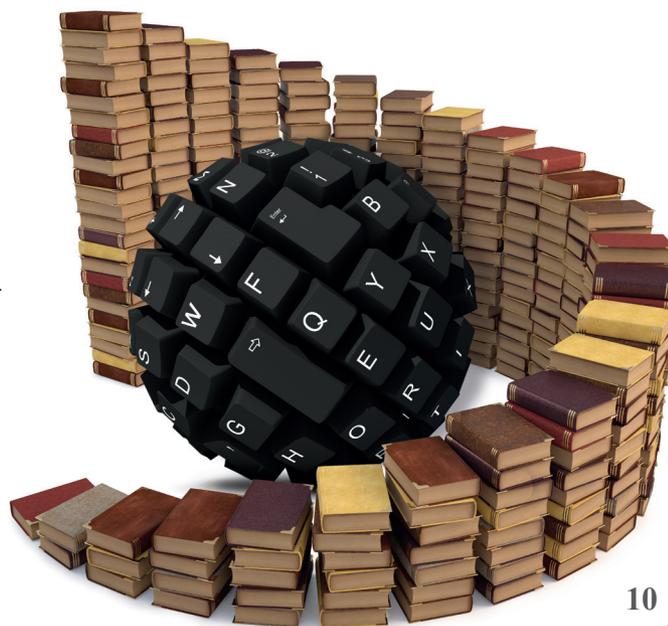
These meetings reflect on the latest developments in judicial and administrative fields on local, national and international scales, in addition to any subject or proposal made by leadership team and strategic transfer in the judicial sector in Dubai Courts.

### **Knowledge Management Week**

Dubai Courts annually hold a week on concept of knowledge management. During this week, many creative and innovative activities are organized for attaining various goals including

spreading knowledge awareness as a significant resource among administrative resources.

The activities organized during the knowledge management week focus on talents and innovations of Dubai Court's employees; in addition, there are other activities that shed light on techniques and best practices of knowledge management field. Participation in these activities is not limited to officers and employees of Dubai Courts. There are activities and programme which attract experts and Dubai Courts strategic partners.







## **Knowledge Management and its Electronic Applications in Dubai Courts**

Dubai Courts has the state of art technologies and software that facilitate judicial operations; these technologies are one of major tools used to promote institutional knowledge management in Dubai Courts; these operations are saved in electronic system that all employees have access through various applications.





e-Judge System



Dubai Courts Website

### Dubai Courts e-Judge System

e-Judge System is a network of applications, systems and e-tools that include around 14 electronic systems. These systems include tools, procedures and techniques that are used by Dubai Courts judges to carry out their judicial tasks. They are:

e-Communication and correspondence system, e-Information system, e-Knowledge system, court judge e-Office, case registration system, e-Payment system, e-Archive system, e-Hearing system, e-Case management system, e-Judgment registration system, e-Advocate service system, e-Party services, and e-Performance management system.

These systems and e-Services are deemed by each judge in Dubai Courts as an e-Knowledge environment, in addition to being an environment for performing judicial tasks. These systems and services enable access to information and data in addition to previous judgments issued by previous and current judges, which represents a rich knowledge repository that can be referred routinely.

### Dubai Courts Website ([www.dc.gov.ae](http://www.dc.gov.ae))

Dubai Courts website provides many e-Services that exceed 400 services, which reflects its development level and support of electronic transformation in providing services. Dubai Courts website is unique in terms of its services provided for all categories of professions; the web-



Knowledge Management e-Portal

site offers accounts related to judges for them to follow cases assigned to them with timetables of hearings; it also offers accounts related to attorneys for them to follow their cases with timetables of hearings as well as applications. The website also offers accounts related to litigants to follow up their cases, in addition to services related to experts to facilitate their assignments, to enquire about them and their requirements. The website includes public attorney e-services, as the first service of its kind throughout the world. These include public attorney e-formats, and feature revision, ratification and completion within minutes. It is also impossible to choose appropriate branch and time for transaction completion at offices specialized in e-services.

## Knowledge Management e-Portal

Knowledge Management e-Portal is considered the major tool to manage knowledge of employees in Dubai Courts. Depending on the internet, Dubai Courts dedicated this portal in a way that suits the needs of organizational units, as a database contributing to the overall performance of the Courts. The e-Portals feature a number of sections related to each organizational unit, including organizational structure, performance indicators, completion rates, statistics and operational plans,

A number of facilitators in each department are assigned to monitor and update these sections on a continuous basis. The e-Portal also feature pages for employees to document implicit knowledge, so this knowledge can be developed and invested in the best manner.

The e-Portal features a section for legislations and legal principles that are considered one of the most important legal knowledge and of the most circulated assets in the courts. In addition, there is the leadership section with all awards, minutes of meeting related to higher management of Dubai Courts, as well as employee services, with a list of direct numbers of employees, so they can be easily and readily contacted.

## Nibras e-Information System

This is an electronic customer guidance system which aims at providing comprehensive information about the locations of facilities of the

Courts, using three dimensional technology. This helps customers find their way through their premises, and attain information related to their cases. The technology feature illustration of services offered by Dubai Courts and their requirements.

### Smart Phone Applications

Dubai Courts launched a series of electronic applications related to smart phones (Blackberry, iPhone and Android), which can be obtained from their respective shops. These applications comprise a group of series that enable customers to follow up their cases and to have access to the procedures and requirements of the services offered by Dubai Courts.

### Emails

e-mail is considered a major communication tool used by the employees of the Courts; this tool enables them to have access to decisions, duties and costs easily. Email is considered an easy and quick communication tool as emails sent can reach the addressee in seconds. Moreover, this tool keep time and date of correspondences, let alone that an email can be sent to more than one person at the same time, and can be read at any time and any place.

### Communication Through Smart Phones – Blackberry devices

In 2009, Dubai Courts offered communications through Blackberry smart phones among head of courts, members of judicial authorities,

directors and managers. This help these professionals communicate more effectively through features available in these devices. This approach provided them with the ability to follow up administrative tasks, have access to reports, decisions and emails at any time and place regardless of physical presence at office.

### Information Technology Service System

Information Technology Service System enables the Courts employees to report on technical defects related to computers and electronic programs. This system helps in problem solving in coordination with support section at information technology department. It also prioritizes the solving of technical problems in the premises of the courts, and to solve these problems, in particular those related to external customers, in a quick manner.



Smart Phone Applications

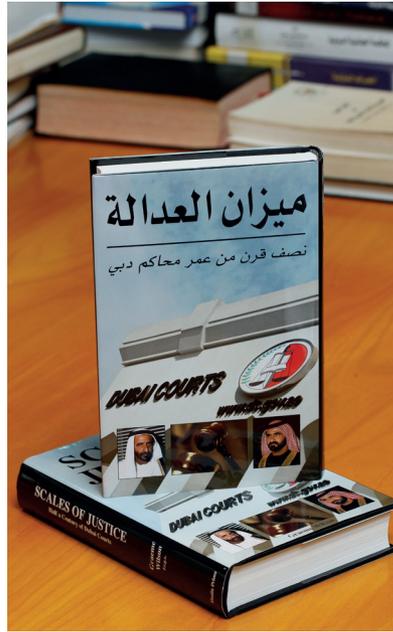


## Knowledge Publications in Dubai Courts

Dubai Courts publish a group of publications which are substantial references and are used by decision makers and professionals working in the legal field. These publications provide knowledge for assuming clearer picture of judicial profession in detail, and contribute to develop this sector based on the collective knowledge acquired through times.



Dubai Courts Legal Library



Dubai Courts versions



Application and Service Brochures

### **Collections of Principles and Judgements Issued by Dubai Court of Cassation**

The collection of principles and judgments issued by Dubai Court of Cassation are vital means for judges, as these facilitate their jobs and enables them to have instant access to the knowledge required for taking proper decisions and judgments by referring to judicial precedents and actions taken at the highest litigation stages in the Emirate which is the Cassation Court. Judges can have access to the content of this publication electronic version

on Dubai Courts website being the facility of navigation to the required judgements available easily and efficiently.

Dubai Courts, in cooperation with the Public Prosecution in Dubai, developed Mabadi software at Apple store which supports iPad and iPhone as a service offered to legal practitioners of all specialities, including judges, prosecution representatives and attorneys. The software includes judgments and legal principles of criminal, civil, commercial, labour,

and civil status articles issued by Dubai Court of Cassation.

The software offers an advanced and responsive research feature. It also provides access to legal rules, its brief, and the text of detailed judgment. Research can be made by index or by cassation number, year, type, a sentence, a word, number of legal article.

### **Dubai Courts Legal Library**

Dubai Courts Legal Library was established in 1981, as one of the most specialist library in the field of law on a national scale, in terms of its knowledge content. The legal library includes federal and local laws and legislations whose number exceeds 700 laws, legislation, decree and resolutions, in addition to local orders. The Library provides advanced features for searching through titles.

Dubai Courts Legal Library is the major collection of judgments made by the judges working in the Courts. The Library is responsible for preparing titles and specialist collections that are distributed and published through participation in more than six annual book fairs, in particular Sharjah International Book Fair and Abu Dhabi International Book Fair.

### **Annual Statistics Report**

Dubai Courts Annual Report is considered as a documentation of all efforts and developments experienced by the Courts each year.

The report elaborates and analyses the Courts performance results in both judicial and administrative sectors. The annual report offers a reference that is compliant with international standards set for government and academic organizations as well as other organization concerned with performance measure. This report also promotes the principle of transparency adopted by Dubai Courts.

The annual statistics report is considered as a directive guidance book to public decisions and policies at the Courts; it is a main source to determine positive aspects, and define ways to preserve and upgrade them, and to determine negative aspects and ways overcoming such aspects. The report aims to publish statistics results to concerned authorities, as it is an important statistical reference for all government entities, universities, and local and international organizations.

### **Application and Service Brochures**

Dubai Courts issued 32 brochures that include the most important services and procedures offered by the Courts in both Arabic and English. Each bulletin includes an introduction of the services, requirement & required steps for its execution. Dubai Courts re-issued and updated these brochures following an accurate review of procedures. These brochures are available at main entries of Dubai Courts building and notary public branches in Twar, Barsha, and the branch of Economic Development Department.