

APPXs

APPX-1

Master research questionnaire to investigate the impact of implementation of EFQM excellence model on organization performances.

Please draw a tick (√) on your favorite suggestion answer,

Explanations: (the number of explanation below is related to the question number).

- 1- Our leaders select the system which fulfills our needs (this may include iso 9001, etc.)
- 2- A frame of key processes: (may include balance scored card. etc).
- 3- Organizational structure suitable for our strategy.
- 4- We drive improvement by solving problems and creating innovation ideas.

Questions	strongly agree	agree	Don't know	disagree	strongly disagree
1- Our leaders define the organization's management system.					
2- A framework of key processes was used to implement our strategy.					
3- Organizational structure aligned with our strategy.					
4- In our organization we drive the improvement of the organization's management system.					
5- A clear direction and goals were sited and communicated in our firm.					
6- Strategy of our organization and supporting policies enhance management system and procedures.					
7- Products and services were developed to create optimum value for customers.					

Please draw a tick (√) on your favorite suggestion answer,

Explanations:

8- Reinforce a culture (may include: periodical meeting with people to discuss excellence issues.)

9 - Involvement and empowerment (may include: sharing people in all activities with clear responsibilities).

13 – Sound approach (may include: systematic awareness to improve effectiveness, lectures, seminars, meeting, etc.)

Questions	strongly agree	agree	Don't know	disagree	strongly disagree
8- Our leaders reinforce a culture of excellence with the organization's people.					
9- Culture of involvement and empowerment are created among the employee.					
10- Culture of ownership is our goal.					
11- Possessing a culture of improvement and accountability.					
12- We are promoting a culture which supports the generation of new ideas.					
13- There is a sound approach to develop a culture that continually seeks to improve the effectiveness of collaboration and teamwork.					
14- Using technology to support culture of creativity and innovation.					

15- flexible and manages change effectively (may include: good decision making based on facts)

18- Stakeholder includes (owners, shareholders, head office, people and customers.)

Questions	strongly agree	agree	Don't know	disagree	strongly disagree
15- Our leaders ensure that the organization is flexible and manages change effectively.					
16- Our people adapt Organizational structure to support the achievement of strategic goals.					
17- Processes are designed and managed to optimize stakeholder value.					
18- Designing our products and services portfolio carefully.					
19- We are designing and developing a meaningful mix of process performance indicator and related outcome measures.					
20- Our company effectively manages change through structured project management and focused process improvement.					

Please draw a tick (√) on your favorite suggestion answer,

Questions	strongly agree	agree	Don't know	disagree	strongly disagree
21- Our leaders develop the mission, vision, values and ethics and act as role models.					
22- People communicate effectively throughout the organization.					
23- People's knowledge and capabilities are developed.					
24- Information and knowledge are managed to support effective decision making and to build organization's capability.					
25- Motivating our people to become involve in improvement and innovation.					
26- Our staff manages the end to end processes, including processes that extend beyond the boundaries of the company.					
27- Ensuring a healthy work in our company.					

30-value chain (may include managing our process effectively from suppliers to customers: from end to end).

Proposition (may include: quality, prize, delivery time etc.)

Questions	strongly agree	agree	Don't know	disagree	strongly disagree
28- The company produces and delivers Products and services to meet or exceed, customer needs and expectations.					
29- We are developing an effective and efficient value chain to ensure we can consistently deliver on our promised value proposition.					
30- Comparing our performance with relevant benchmarks to learn from their strengths.					
31- Building and maintain a dialogue with customers, based on openness and transparency is our aim.					
32- Our process owners understand their role and responsibility in developing, maintaining and improving processes to ensure quality.					
33- We design the financial, control, reporting and review processes to ensure quality and optimize the use of resources.					
34- Our HR. defines the skills, competencies and people performance levels required to achieve customer requirement.					

APPX-2

استبيان لمعرفة أثر تطبيق النموذج علي أداء المؤسسات .

ضع علامة (√) علي الاجابة المناسبة: (اجابة واحدة لكل سؤال).

السؤال	أوافق بشدة	أوافق	لا أعلم	لا أوافق	لا أوافق بشدة
1					حدد قادة المجمع نظام الجودة المناسب للمجمع
2					تم استخدام هيكل مناسب للعمليات الرئيسية لتطبيق الاستراتيجية.
3					تمت محازات هيكل المجمع مع الاستراتيجية.
4					تتم صيانة نظام ادارة الجودة بالمجمع كلما دعت الحاجة لذلك .
5					أهداف المجمع واضحة ومنشورة ومفهومة للعاملين
6					استراتيجية المجمع والسياسات الداعمة لها، تعزز إجراءات وأنظمة الجودة المطبقة بالمجمع.
7					منتجات المجمع وخدماته تم تطويرها لتعظيم الفائدة للزبائن

السؤال	أوافق بشدة	أوافق	لا أعلم	لا أوافق	لا أوافق بشدة
8					يعزز قادة المجمع ثقافة التميز من خلال المناقشات و الاجتماعات الدورية واللقاءات المبرمجة.
9					تم خلق ثقافة المشاركة والتمكين وسط العاملين بالمجمع من خلال وضوح سياسات المسؤوليات والصلاحيات ولوائح التفويض.
10					تم اعتماد ثقافة الولاء للمجمع من خلال التواصل الفعال بين الرؤساء والمرؤسين داخل المجمع وخارجه.
11					تعزز ونشر ثقافة المحاسبة وثقافة التحسين المستمر وسط العاملين بالمجمع.
12					يروج المجمع لثقافة توليد الافكار الابداعية من خلال لوائح التحفيز المادي والمعنوي.
13					توجد مناهج واضحة لتعزيز الكفاءة وتشجيع وتطوير العمل الجماعي من خلال تشكيل الفرق المختلفة.
14					استخدمت التكنولوجيا والتقنيات الحديثة لدعم ثقافة الابتكار والابداع.

السؤال	أوافق بشدة	أوافق	لا أعلم	لا أوافق	لا أوافق بشدة
15					يضمن القادة إدارة المجمع بمرونة وكفاءة من خلال إتخاذ القرارات السليمة المبنية علي حقائق ومن خلال الية دعم القرار.
16					تتم موائمة الهياكل التنظيمية بالمجمع لتحقيق الاهداف الاستراتيجية.
17					صممت العمليات بالمجمع واديرت بطريقة تضمن تعظيم الفائدة للشركاء.
18					تم تصميم باقة منتجات وخدمات المجمع بعناية
19					لدي المجمع مزيج من مؤشرات الاداء لقياس الاداء الكلي.
20					يدبر المجمع التغيير بكفاءة من خلال ادارة المشاريع ومن خلال التركيز علي تحسين العمليات.

ضع علامة (√) علي الاجابة المناسبة: (اجابة واحدة لكل سؤال)

السؤال	أوافق بشدة	أوافق	لا أعلم	لا أوافق	لا أوافق بشدة
21					قادة المجمع يضعون ويطورون الرؤيا والرسالة وقيم المجمع ويمثلون القدوة للعاملين من خلال الالتزام بقيم المجمع.
22					يتواصل العاملین بكفاءة داخل وخارج المجمع من خلال برامج التواصل الاجتماعي .
23					معارف وقدرات العاملين يتم تطويرها من خلال برامج التدريب .
24					المعلومات والمعارف تتم ادارتها لدعم صناعة القرارات وبناء قدرات المجمع من خلال تحليل البيانات والمعلومات .
25					يتم تحفيز العاملين لتمكينهم من المشاركة في عمليات التحسين والابداع
26					عاملی المجمع يديرون العمليات من المورد الي الزبون بما في ذلك العمليات خارجية المصدر بكفاءة وفاعلية .
27					يضمن المجمع بيئة عمل صحية للعاملين من خلال تطبيق نظامي البيئة والصحة والسلامة المهنية (18001 & 14001)

السؤال	أوافق بشدة	أوافق	لا أعلم	لا أوافق	لا أوافق بشدة
28					ينتج المجمع منتجات ويقدم خدمات تلبي رغبات وتوقعات الزبون .
29					يدير المجمع عملياته من المورد الي الزبون بكفاءة وفاعلية لضمان الوفاء بالتزاماته للزبائن .
30					يجري المجمع مقارنات معيارية مع مؤسسات شبيهه للاستفادة من نقاط قوتها .
31					يدير المجمع حوار مع الزبائن مبني علي الشفافية والوضوح من خلال اللقاءات الدورية واللجان المشتركة .
32					مالكي العمليات بالمجمع يفهمون أدوارهم ومسئولياتهم تجاه تطوير وصيانة وتحسين العمليات لضمان جودة المنتجات والخدمات .
33					يصمم المجمع عمليات الرقابة والتقارير والعمليات المالية بغرض مراجعة العمليات و ضمان الجودة والاستخدام الامثل للموارد .
34					يحدد المجمع من خلال ادارة شؤون العاملين مهارات وكفاءات ومستويات اداء العاملين المطلوبة لتحقيق متطلبات الزبون من المنتجات والخدمات .

APPX-3

The impact of excellence model implementation on systems and procedures:

Table (1): Our leaders define the organization's management system:

	Frequency	(%) Percent
Strongly agree	55	59.1
Agree	36	38.7
Don't know	2	2.2
<i>Total</i>	<i>93</i>	<i>100.0</i>

Table (2): A framework of key processes was used to implement our strategy:

	Frequency	(%) Percent
Strongly agree	31	33.3
Agree	52	55.9
Don't know	9	9.7
Disagree	1	1.1
<i>Total</i>	<i>93</i>	<i>100.0</i>

Table (3): Organizational structure aligned with our strategy:

	Frequency	(%) Percent
Strongly agree	30	32.3
Agree	45	48.4
Don't know	17	18.3
Disagree	1	1.1
<i>Total</i>	<i>93</i>	<i>100.0</i>

Table (4): In our organization we drive the improvement of the organization's management system

	Frequency	(%) Percent
Strongly agree	33	35.5
Agree	51	54.8
Don't know	4	4.3
Disagree	5	5.4
Total	93	100.0

Table (5): A clear direction and goals were sited and communicated in our firm:

	Frequency	(%) Percent
Strongly agree	63	67.7
Agree	26	28.0
Don't know	3	3.2
Disagree	1	1.1
Total	93	100.0

Table (6): Strategy of our organization support and develop policies of management system and procedures:

	Frequency	(%) Percent
Strongly agree	46	49.5
Agree	44	47.3
Don't know	3	3.2
Total	93	100.0

Table (7): Products and services were developed to create optimum value for customers:

	Frequency	(%) Percent
Strongly agree	53	57.0
Agree	36	38.7
Don't know	2	2.2
Disagree	2	2.2
Total	93	100.0

The impact of excellence model implementation on organizational culture

Table (8): Our leaders reinforce a culture of excellence with the organization's people:

	Frequency	(%) Percent
Strongly agree	55	59.1
Agree	33	35.5
Don't know	4	4.3
Disagree	1	1.1
Total	93	100.0

Table (9): Our leaders reinforce a culture of excellence with the organization's people:

	Frequency	(%) Percent
Strongly agree	44	47.3
Agree	41	44.1
Don't know	2	2.2
Disagree	5	5.4
Total	93	100.0

Table (10): Culture of ownership is our goal:

	Frequency	(%) Percent
Strongly agree	61	65.6
Agree	31	33.3
Don't know	1	1.1
Total	93	100.0

Table (11): Possessing a culture of improvement and accountability:

	Frequency	(%) Percent
Strongly agree	37	39.8
Agree	54	58.1
Don't know	1	1.1
Disagree	1	1.1
Total	93	100.0

Table (12): We are promoting a culture which supports the generation of new ideas:

	Frequency	(%) Percent
Strongly agree	54	58.1
Agree	32	34.4
Don't know	2	2.2
Disagree	2	2.2
Strongly disagree	3	3.2
Total	93	100.0

Table (13): There is a sound approach to develop a culture that continually seeks to improve the effectiveness of collaboration and teamwork:

	Frequency	(%) Percent
Strongly agree	51	54.8
Agree	38	40.9
Don't know	2	2.2
Disagree	1	1.1
Strongly disagree	1	1.1
Total	93	100.0

Table (14): Using technology to support culture of creativity and innovation:

	Frequency	(%) Percent
Strongly agree	34	36.6
Agree	44	47.3
Don't know	5	5.4
Disagree	9	9.7
Strongly disagree	1	1.1
Total	93	100.0

Excellence model implementation will improve the design of organizations:

Table (15): Our leaders ensure that the organization is flexible and manages change effectively:

	Frequency	(%) Percent
Strongly agree	43	46.2
Agree	45	48.4
Don't know	4	4.3
Disagree	1	1.1
Total	93	100.0

Table (16): Our people adapt Organizational structure to support the achievement of strategic goals:

	Frequency	(%) Percent
Strongly agree	34	36.6
Agree	48	51.6
Don't know	7	7.5
Disagree	4	4.3
Total	93	100.0

Table (17): Processes are designed and managed to optimize stakeholder value:

	Frequency	(%) Percent
Strongly agree	39	41.9
Agree	48	51.6
Don't know	5	5.4
Disagree	1	1.1
Total	93	100.0

Table (18): Designing our products and services portfolio carefully:

	Frequency	(%) Percent
Strongly agree	36	38.7
Agree	47	50.5
Don't know	5	5.4
Disagree	4	4.3
Strongly disagree	1	1.1
Total	93	100.0

Table (19): We are designing and developing a meaningful mix of process performance indicator and related outcome measures:

	Frequency	(%) Percent
Strongly agree	44	47.3
Agree	46	49.5
Don't know	2	2.2
Disagree	1	1.1
Total	93	100.0

Table (20): Our company effectively manage change through structured project management and focused process improvement:

	Frequency	(%) Percent
Strongly agree	50	53.8
Agree	36	38.7
Don't know	4	4.3
Disagree	3	3.2
Total	93	100.0

Excellence model implementation enhances the managerial and employees recognition:

Table (21): Our leaders develop the mission, vision, values and ethics and act as role models

	Frequency	(%) Percent
Strongly agree	55	59.1
Agree	36	38.7
Don't know	1	1.1
Disagree	1	1.1
Total	93	100.0

Table (22): People communicate effectively throughout the organization:

	Frequency	(%) Percent
Strongly agree	70	75.3
Agree	21	22.6
Don't know	1	1.1
Disagree	1	1.1
Total	93	100.0

Table (23): People's knowledge and capabilities are developed:

	Frequency	(%) Percent
Strongly agree	44	47.3
Agree	41	44.1
Don't know	2	2.2
Disagree	4	4.3
Strongly disagree	2	2.2
Total	93	100.0

Table (24): Information and knowledge are managed to support effective decision making and to build organization's capability

	Frequency	(%) Percent
Strongly agree	29	31.2
Agree	48	51.6
Don't know	11	11.8
Disagree	4	4.3
Strongly disagree	1	1.1
Total	93	100.0

Table (25): Motivating our people to become involve in improvement and innovation:

	Frequency	(%) Percent
Strongly agree	55	59.1
Agree	31	33.3
Don't know	1	1.1
Disagree	4	4.3
Strongly disagree	2	2.2
Total	93	100.0

Table (26): Our staff manages the end to end processes, including processes that extend beyond the boundaries of the company:

	Frequency	(%) Percent
Strongly agree	48	51.6
Agree	35	37.6
Don't know	7	7.5
Disagree	3	3.2
Total	93	100.0

Table (27): Ensuring a healthy work in our company

	Frequency	(%) Percent
Strongly agree	42	45.2
Agree	41	44.1
Don't know	3	3.2
Disagree	7	7.5
Total	93	100.0

Excellence model implementation will reduced the Cost of quality:

Table (28): The company produces and delivers Products and services to meet or exceed, customer needs and expectations

	Frequency	(%) Percent
Strongly agree	54	58.1
Agree	38	40.9
Disagree	1	1.1
Total	93	100.0

Table (29): We are developing an effective and efficient value chain to ensure we can consistently deliver on our promised value proposition

	Frequency	(%) Percent
Strongly agree	50	53.8
Agree	39	41.9
Don't know	1	1.1
Disagree	3	3.2
Total	93	100.0

Table (30): Comparing our performance with relevant benchmarks to learn from their strengths:

	Frequency	(%) Percent
Strongly agree	42	45.2
Agree	38	40.9
Don't know	9	9.7
Disagree	4	4.3
Total	93	100.0

Table (31): Building and maintain a dialogue with customers, based on openness and transparency is our aim

	Frequency	(%) Percent
Strongly agree	47	50.5
agree	39	41.9
Don't know	7	7.5
Total	93	100.0

Table (32): Our process owners understand their role and responsibility in developing, maintaining and improving processes to ensure quality

	Frequency	(%) Percent
Strongly agree	42	45.2
Agree	47	50.5
Don't know	3	3.2
Disagree	1	1.1
Total	93	100.0

Table (33): We design the financial, control, reporting and review processes to ensure quality and optimize the use of resources

	Frequency	(%) Percent
Strongly agree	47	50.5
Agree	39	41.9
Don't know	2	2.2
Disagree	5	5.4
Total	93	100.0

Table (34): Our HR. defines the skills, competencies and people performance levels required to achieve customer requirement

	Frequency	(%) Percent
Strongly agree	28	30.1
Agree	48	51.6
Don't know	8	8.6
Disagree	5	5.4
Strongly disagree	4	4.3
Total	93	100.0

APPX -4:

Questionnaire auditing:

The questionnaire had been audited by the following doctors,

And their advice were used to improved the questionnaire

- 1- Dr. Mohamed Fadalla Ali – associate professor**
- 2- Dr. Abdulla Abdul Rahim – associate professor**
- 3- Dr. Abbas Abdul Gafoor - accessory professor**