



**HOW TO PREPARE
SUBMISSION DOCUMENTS
FOR THE DUBAI QUALITY AWARD –
2019 CYCLE**

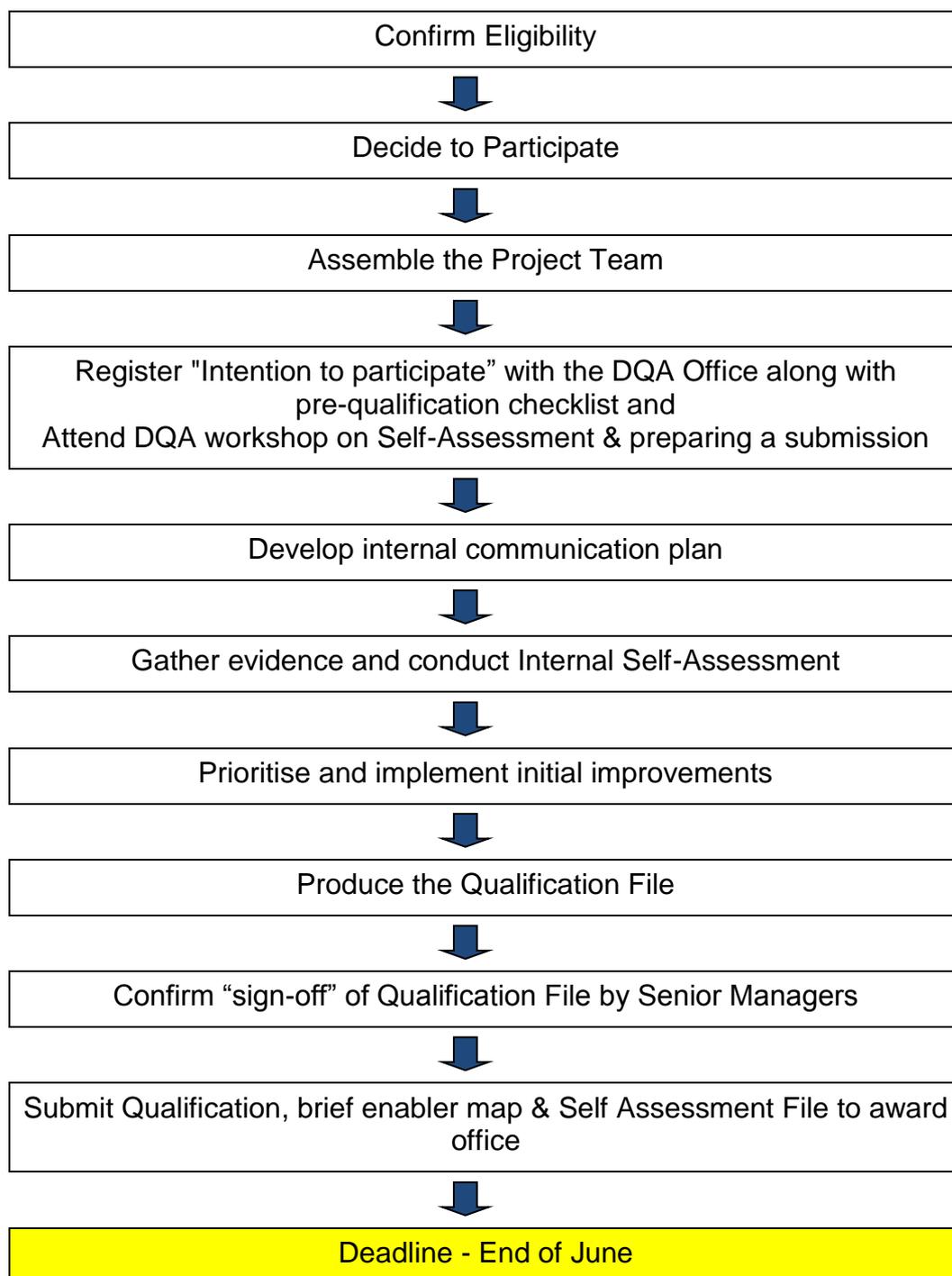
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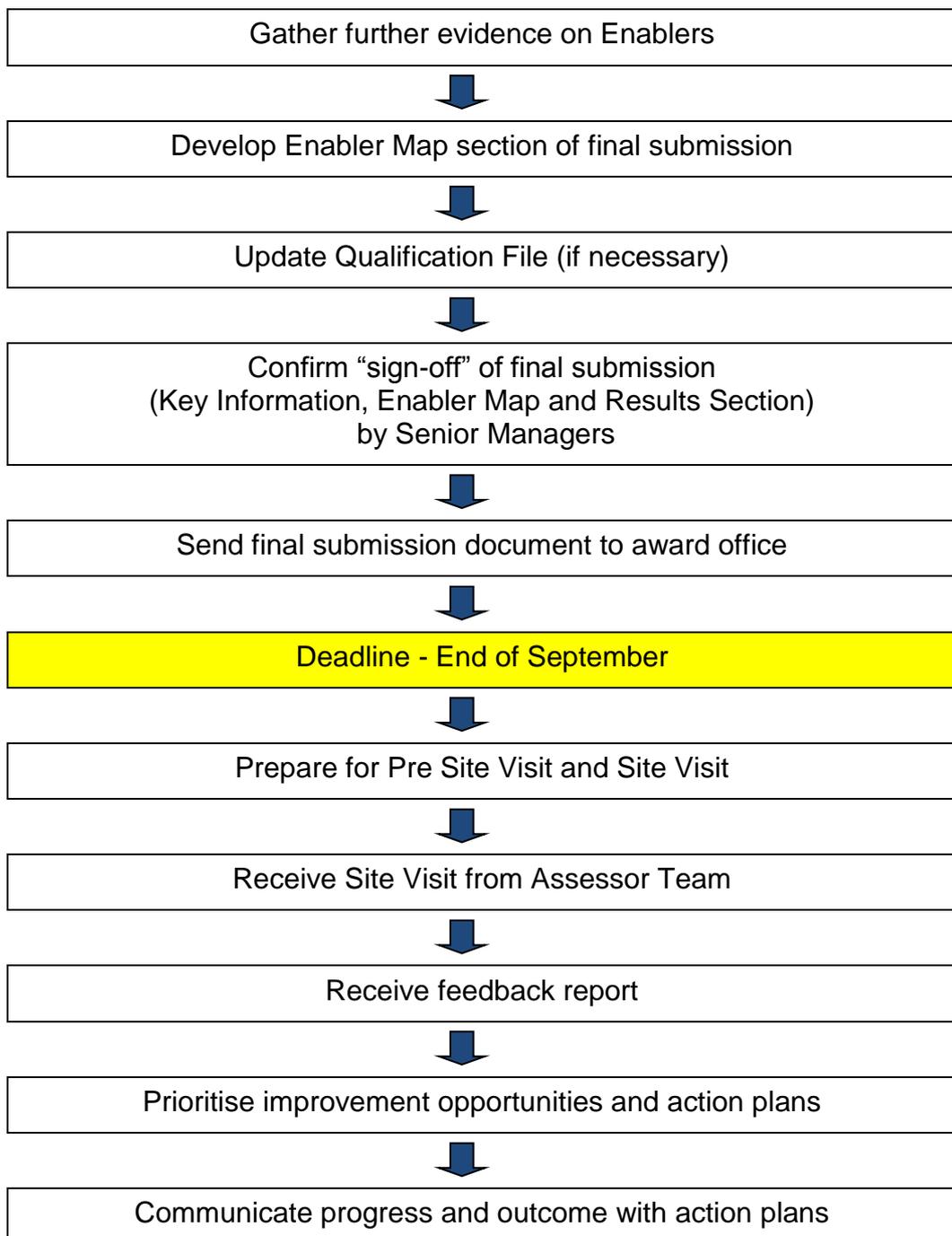
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0. THE OVERALL PROCESS (For the DQA Award life cycle please refer to **Annex A**)
Here is an outline process map for developing and submitting a submission for the Dubai Quality Award. The process is comprises 2 main phases to align with the requirements for the 2 main parts of the Award submission. Please refer to the relevant sections for more information.

Phase 1



Phase 2



1. INTRODUCTION

This document has been produced to help you prepare a Dubai Quality Award (DQA) submission for your organisation. It **MUST** be read in conjunction with the DQA Model Guide. References to the Model Guide will be made throughout this document.

There are three levels of external recognition available through the DQA process:

- Dubai Quality Appreciation Award (DQAA)
- Dubai Quality Award (DQA)
- Dubai Quality Gold Award – (DQGA)

This document will help your preparation at whatever level you decide to participate. In addition, other support materials are available from the Dubai Quality Award Secretariat, which are listed at the end of the document.

Preparing and submitting an award application is a great opportunity for your organisation to reflect and build on its strengths and develop learning to drive further improvement.

This document provides information and practical guidance about:

- Collecting the evidence (information and data) required to complete your submission. This stage provides a useful learning opportunity by revealing initial opportunities for improvement.
- Submitting the award application.

Submitting an award application will lead to feedback from a team of experienced external assessors and may lead to external recognition for your organisation. This feedback from an external perspective is generally recognised to be very helpful and valuable.

Submitting an award application is a significant undertaking for your organisation and as such it is critical that senior management is fully committed and involved in the process.

The Dubai Quality Award Office can provide further guidance, support and a variety of useful information. Their contact details are:

Business Excellence Department

P.O. Box 13223, Dubai, UAE.

Tel: 04-4455833, 04-4455806, 04-4455876

Email: dqa@dubaided.gov.ae

Website: www.dubaided.gov.ae

2. ELIGIBILITY CRITERIA

- The applicant organisation must be located in the UAE.
- A current trade license in the UAE.
- A minimum of 3 years continuous operating history in the UAE.
- At least half of the applicant's employees or asset base must be located and examinable in the UAE.
- If a subsidiary or business unit of a larger entity, must be considered as a “stand alone” business with clear boundaries and financial autonomy, managing their own accounts.

Rules for DQAA Applicants:

- Companies may apply directly for this category (provided that they have not been past winners of this category before).
- Applicants in this category usually demonstrate stronger performance in the Enablers criteria than in the Results. Nonetheless, their focus must be on showing results that are caused by approaches and favourable trends that extend for at least 2 years plus.
- Non-winners in this category may reapply after 2 years from the date of receiving their last feedback report.

Rules for DQA Applicants:

- Companies may either apply for this category directly or as past DQAA winners.
- Applicants in this category must focus on showing results that are caused by approaches and favourable trends that stretch over at least 3 years plus, with benchmarks against national competitors and/or industry standards as applicable.
- Non-winners in this category may reapply after 2 years from the date of receiving their last feedback report.

Rules for DQGA Applicants:

- Applicants in this category must be from past DQA or GOLD Category winners (with a minimum of 2 years since their last win).
- Winners in this category may reapply for a 2nd or subsequent GOLD (with a minimum of 3 years since their last win).
- Applicants in this category must focus on sustained improvement activities since their last win and should not aim at reproducing an augmented version of their previous submission document. Strong evidence of creative, innovative, improved and/or newly introduced approaches is expected.
- Results should ideally be for 5 years plus and cover all relevant areas extending beyond the 3 years expected for DQA applicants in most cases, showing favourable comparisons with national and international benchmarks and “best in class” as applicable.
- Non-winners in this category may reapply after 2 years from the date of receiving their last feedback report.

Each application must be accompanied by the relevant fee, payable to the Department of Economic Development. Fees are detailed in Section 3.

3. DECIDING TO PARTICIPATE

Participation in the Dubai Quality Award process is not a decision to take lightly. There must be a very clear understanding of why you are doing it.

If you take part:

- It will provide your organisation with clear and comprehensive external feedback on the strengths of the organisation and opportunities for further improvement.
- It will help your organisation be more successful in the future IF you take action based on the Award assessment feedback report.
- It may lead to external recognition in the form of one of the levels of the Dubai Quality Award – Appreciation, Award, and Gold.

The decision to participate must be made at the most senior level of management. It is essential that Senior Management understand and support the reasons for participation and take an active role in the process. In practice this means:

- Providing the necessary resources (project team, time allocation, finance, external support, etc.).
- Demonstrating full and active commitment throughout the entire cycle.
- Supporting everyone involved in the work of gathering evidence and preparing the award submission.
- Being actively engaged in contributing information and data when requested.
- Agreeing and “signing off” the final versions at each stage of the submission.
- Leading and supporting any internal communication related to the submission and overall award process.
- Being transparent, honest and providing all the support and information to the award office and assessors during the assessment cycle.
- Reviewing and understanding the feedback report.
- Prioritising and developing action plans from the feedback report.

When the decision has been made you should register your "Intention to participate in the DQA," thereby ensuring you will be invited for all the forthcoming workshops/seminars/conferences of the DQA.

The form for doing this is in **Annex C** and when completed, should be sent to the Dubai Quality Award Office, together with a copy of your trade licence, at the beginning of the year. The submission documents along with the necessary fee payable to the Department of Economic Development need to be provided to the DQA Office at the end of each phase (end of June and end of September).

Fees

The first phase of the submission (Qualification File) must be send to the DQA Office at the DED accompanied by a copy of your trade licence.

The relevant fee will be payable end of September, at the time of submitting the second phase of the submission (Enabler Map) and these are:

- Dubai Quality Appreciation Award (DQAA) – AED 1000
- Dubai Quality Award (DQA) - AED 2000
- Dubai Quality Gold Award (DQGA) – AED 3000

Plus an additional 5% VAT on the total fee.

Mode of payment: cash or cheque payable to the Dubai Department of Economic Development or bank transfer.

The Qualification File will be scrutinised by an eligibility committee. If for any reason it is deemed that your organisation is not sufficiently mature for the Award category to which you have applied your submission will be returned with a brief report of the reasons for return.

In the case of DQGA or DQA applicants you may be required to proceed to Phase 2 at a lower level of application (DQGA to DQA or DQA to DQAA).

In the case of DQAA applicants who have not provided sufficient evidence at Phase 1 you will not be invited to submit to phase 2 (the Enabler Map) and subsequent site visit, but are free to re-apply for the next cycle of the DQA having paid attention to the deficiencies in the Qualification File.

In case the applicant has provided sufficient information, they will be invited to submit to Phase 2 (the Enabler Map) and will receive the subsequent site visit.

4. INTERNAL COMMUNICATION

As participation in the award process is a major project requiring cooperation and support across the organisation, it is important to develop an internal communication plan as part of the overall project. This plan can be developed by the main project team, but it is critical that key messages are delivered by senior management.

It is suggested that a formal briefing is done at the beginning of the award submission project. A wide range of people may be asked to contribute evidence for the submission and they need to know in advance that the project is underway.

A key aspect of the initial and follow up communication must be a clear explanation of the reasons for entering the award. Senior Management should stress that it a learning and improvement process, rather than simply seeking an award. At this stage it is not known if any external recognition will be achieved so expectations should not be raised in this direction. **(An example of the "messages" that could be part of the initial internal communication is shown in Annex B)**

Progress reports should be communicated at key stages of the project in line with the communication plan. Key stages should include pre and post site visit and after receipt of the final feedback report.

Of course, it goes without saying that if you are successful in achieving a level of external recognition this should be widely communicated and celebrated!

Communication should continue after completion of the Award cycle, with briefing on the improvement actions taken and results achieved.

5. ASSEMBLING THE PROJECT TEAM

The most effective way to prepare an award submission is to assemble a project team. As submission for the DQA is a significant and organisation wide project there should be a **project sponsor** and a **project team leader**.

The **project sponsor** should be someone at Executive or Senior Management level. Ideally it is a role for the Chief Executive or Managing Director, as this will ensure an appropriate profile is maintained.

The choice of **project team leader** is critical to the success of the project. The person chosen should have the following skills and competencies:

- Enthusiastic about “Excellence” and Continuous Improvement
- Clear understanding of the EFQM Model and RADAR
- Able to lead and motivate a team
- Able to plan tasks and ensure that timescales are adhered to
- Able to prepare clear and well presented documents
- Able to communicate effectively at all levels in the organisation
- Ideally trained to EFQM Award Assessor standard (or with experience of external Award assessments)

It is beneficial if the project team leader is at senior management level with the authority to “make things happen”.

The size of the project team should reflect the size of the organisation. There is no golden rule on team size but research suggests that effective teams are usually between 6 and 10 people. It is good practice for individuals or sub-groups to take lead responsibility for one or more of the criteria. An example of allocating responsibility is:

- Group A: Criteria 1, 2 & 9
- Group B: Criteria 3 & 7
- Group C: Criteria 4 & 8
- Group D: Criteria 5 & 6

The project team members should be selected from different functions, levels and sites across the organisation. Team members should be:

- Willing to participate
- Enthusiastic about “Excellence” and Continuous Improvement
- Knowledgeable about the organisation
- Objective
- Good communicators

- Good listeners
- Able to write clearly and concisely

The Model criteria cover all aspects of the organisation, so it may be appropriate to include relevant subject matter experts in the project team. For example, someone with HR experience could take responsibility for leading or supporting criterion 3 (People).

Criterion 4 (Partnerships and Resources) will need careful consideration as it covers a range of subjects, each of which may require "specialist" input.

The project team leader must make sure that there is consistency of approach between individuals and teams focusing on specific criteria, and that the necessary "connections" are made to support the linkages across the Excellence Model

Project Team members may need briefing or training. This may include:

- The EFQM Excellence Model
- The RADAR Assessment Tool
- How to gather evidence
- The Award Assessment process
- Report writing
- Award submission writing style

The role of the Project Team is to gather relevant evidence from across the organisation, conduct an initial Self-Assessment and then to prepare the Award Submission documents.

The work will result in identification of opportunities for further improvement which can be progressed by improvement teams, usually through separate projects.

6. DEVELOPING THE PROJECT PLAN

The key to producing a good award application is planning and preparation. Having made the decision to participate the main stages in the overall project of award application and acting on feedback are detailed in the process map in section 0.

It is essential to develop a realistic project plan covering the work to be done, with clear milestones, in a sensible timescale. It is typically around 6-9 months from deciding to participate to completing the final phase of the submission document.

In developing the project plan do make allowances for:

- Holiday periods, training commitments or other absences for project team members.
- Lead times for completion and final “sign-off” of the submission documents by Senior Management.

An example project plan is shown in Annex D.

Please prepare your project plan bearing in mind the DQA Calendar of Events shown in Annex H.

7. THE INTERNAL SELF-ASSESSMENT

Self-Assessment is an important stage which enables the project team to gather and summarise the evidence, information and data required to produce the award submission.

The focus of the team at this stage is to collect sufficient evidence to make an initial assessment of the organisations strengths and improvement opportunities. This will enable the team to accurately represent the operations and achievements of the organisation to an external group of assessors.

The Excellence Model comprises a number of criterion parts, each of which is explained through a list of guidance points. In addition to the Model criteria, the award assessment is based on the RADAR assessment methodology used to evaluate, and ultimately score, an award submission.

The Excellence Model comprises two types of criteria; Enabler criteria and Results criteria. There are different versions of the RADAR assessment methodology for Enablers and Results.

In broad terms the Enablers address the way the organisation works (methods); the Results address what the organisation achieves (performance).

The evidence (information and data) needed for Enabler criteria and Results criteria are different. Although a brief description follows it is essential that you also refer to the DQA Model Guide for more detailed information.

Enabler Criteria

In conducting the Self-Assessment it is useful to consider the expectations of the Model (framework) and RADAR (assessment tool) as a set of questions.

For each Enabler criterion part of the Model there are a number of guidance points (see the DQA Model Guide) and in each case the questions take the form of:

- How do you (your organisation) go about doing this?
- What is the reason for doing it this way?
- How is this in line with your strategy?
- How extensively is this done?
- Is it done consistently in all areas?
- How do you check whether it is working?
- What improvements or changes have taken place?

A simple pro-forma to help collect and summarise Enabler evidence is at Annex E showing a completed example.

Results Criteria

As with the Enabler criteria it is useful to consider the expectations of the Model (framework) and RADAR (assessment tool) for Results as another set of questions.

For each Results criterion part of the Model there are a number of guidance points (see the DQA Model Guide) and in each case the questions take the form of:

- What do you (your organisation) measure?
- Why do you measure those things?
- Is the data collection robust and accurate?
- Do you analyse the data for variation across different groups?
- Is your performance improving over time?
- Do you set and achieve targets for your performance?
- Do you compare your performance with others?
- Do you know that your performance is caused by the way you work?
- Is there confidence that your performance will be maintained in the future?

A simple pro-forma to help collect and summarise Results evidence is at Annex F showing a completed example.

All these questions are deliberately challenging and can prove difficult for organisations to answer, especially in the early stages of an improvement journey. Don't worry! If you can answer them all very easily you may already be a role model of excellence. If you cannot, then you have already identified some opportunities for improvement.

Gathering Evidence

There are three main sources of evidence, information or data in any organisation. These are:

- The knowledge of project team members
- Other people in the organisation, either individuals or groups
- Existing documents, records and data. These may be held by specific individuals or widely available on shared folders or the intranet.

For Enablers, evidence gathering may require two different approaches:

- Subject matter experts can normally explain the way things are intended to be done and how they are monitored and reviewed
- Groups of operational people will normally confirm whether things are actually carried out as intended and whether they are effective

When gathering information for Enablers it is important to understand the difference between “anecdotal” evidence, and true evidence as expected by the Model. Statements need to be substantiated to be more than anecdotal, but it does not necessarily mean they have to be either quantified or documented.

For example:

“The Chief Executive is completely committed to the concepts of Business Excellence”

...is purely anecdotal and would be unlikely to impress assessors. However, the statement:

“The Chief Executive demonstrates commitment by chairing monthly Continuous Improvement meetings, personally promoting the CEO’s Excellence Awards and visiting improvement groups at least once every six weeks.”

...is much more likely to be considered substantive evidence by the assessors.

For Results evidence it is normally the subject matter expert(s) who can provide the relevant information. The type of questions listed on the previous page should provide the appropriate framework for any interview.

Although Results evidence is primarily a collection of data it is important to gather additional qualitative information such as target setting methods, explanation of adverse trends, sources of comparative data, etc.

Remember, when gathering results data, if it can’t be turned into a graph or chart, it probably isn’t relevant!

Completing the Self-Assessment

When all the evidence gathering is completed the project team members can identify major strengths and areas for improvement and score using the self-assessment scorecard (please ask the award office to provide you with an Excel version of the scorecard).

In general terms, the strengths are where you have been able to answer the questions well. For example, a very clear and structured method of work that is widely and consistently used, or a performance measure for which there are good trends, internal targets achieved and relevant benchmark data for comparison.

Conversely, where it is difficult to answer the question this usually indicates an area for improvement. For example, no evidence available about the measurement, improvement or refinement of a work method, or a performance measure for which there is only one year of results with no internal target or benchmark comparison.

Consider the outcome of the initial Self-Assessment carefully. The result may influence the decision on whether to proceed with the Award submission at this stage or defer to a future cycle.

8. INITIAL IMPROVEMENT ACTION

As the project team collect the evidence, information and data they will almost certainly identify opportunities for further improvement. These opportunities, if acted on, will deliver benefits and performance improvements for the organisation.

In practice many improvement opportunities are likely to be identified from an initial Self-Assessment and the organisation will not have the time or resources to act on all of them. More importantly the project team still need to convert the evidence collected into the award submission.

At this stage the organisation should identify and act on potential "quick wins". These issues (which can be improved quickly and require limited resource) should be discussed and agreed with Senior Management who will allocate responsibility for action and feedback.

The purpose of acting on quick wins is to deliver benefits to the organisation that can be implemented, in whole or part, before the award application is completed.

Be careful not to classify everything as a potential quick win. In practice most improvements required sustained effort over a longer period to deliver lasting improvements.

9. PRODUCING THE SUBMISSION

Once the initial Self-Assessment is complete, the project team can produce the submission document – in essence the task is to now convert the evidence collected and summarised for the Self-Assessment into an appropriate format for the Award submission.

The task of authoring the submission may be carried out just one person but it is more common for the task to be divided between team members.

If the task is divided, it is essential to remember that the final submission should read as a “seamless” document with a consistent style throughout. Before any writing is started by individuals or sub-teams there are some recommended planning steps which should involve the whole project team.

Develop and agree the main “strategic themes”. The Excellence Model has many linkages between criteria and criterion parts so the project team should identify the main links for your organisation that need to be identified and described in the submission. You could, for example, develop a wall chart of the Model mapping the links and relationships for each of the strategic themes as a useful guide to all those involved in preparing individual sections.

Agree an “editor in chief” for the writing phase (normally the Project Manager) to ensure consistency of content and linkages, and to provide support and guidance to individual writers.

Agree the styles, templates and other conventions that will be used by all writers. This includes, for example:

- Page layout, font style and size
- Organisational References (Company Name)
- Abbreviations and Capitalisation
- Use of bold, italics or underlining
- Format for cross references and links
- Numbering system for graphics, diagrams and charts
- Format for results data (graphs, charts and tables)

(Refer also to the submission document requirements specified by the DQA office at Annex G. You may also request the DQA office to provide you with the templates for writing your submission and also arrange a meeting at the Award office to review previous local submissions).

Agree a system of document control. During the writing phase a number of draft versions may be produced and the Project Manager must ensure that they are aware of the latest version.

9.1 PHASE 1 – THE QUALIFICATION FILE

This is the first document that needs to be produced and is an important part of the pre-qualification process. There are 2 main sub-sections - the Overview (to describe your organisation) and the Results section (to summarise your performance in the 4 Results criteria of the Model).

OVERVIEW

The overview is essential in helping the assessor team to understand your organisation and industry sector. It is good practice to follow the key information structure which is part of the training process for award assessors.

The overview should begin with the scope of the submission, followed by the six categories of Key Information that the assessor team will be looking for and end with a detailed organisation chart.

SCOPE OF THE SUBMISSION: Explain clearly which unit, division, group or company the assessment covers within the UAE. *(Please remember that the unit, division, group or company applying needs to be a financially autonomous unit. Companies based outside the UAE will not be considered for this assessment)*

KEY INFORMATION:

1. Facts and Figures
Mission, Vision, Values, Owners, Scope, Sites, Size
2. History
Narrative on past key achievements
3. Challenges & Strategy
Risks and opportunities in current and future value propositions
4. Markets, Offerings & Customers
Current and potential markets; intermediaries; competitors; customers
5. Operations, Partners & Suppliers
Structure of assets and partners
6. Management Structure
Governance and performance management

DETAILED ORGANISATION CHART - Ensure your submission document has a clear organisation chart that shows the main departments and work groups in the organisation with the names of key people in charge of these departments, e.g. division heads, department heads, section heads, etc.

Clearly mark those individual who hold more than one role on the organisation chart.

Please indicate the number of people in total and also within each department, section or sub-section, on the chart (or make clear cross reference to item 1 in Key Information)

RESULTS SECTION

The Results section must summarise the important data available to demonstrate the performance of the organisation against the 4 Results criteria of the Model. Results should be presented in graph, chart or table format, which can include histograms, bar charts, pie charts, etc., as appropriate.

This section should comprise an overview (1 page) describing the organisation's measurement philosophy and systems, to facilitate the understanding, interpretation and evaluation of the data presented in the pages. If appropriate include in the overview any information related to the design and layout of graphs and charts, the setting of targets, used of benchmarks, etc., which are generic to all the Results criteria. Also include information on any additional results that are available to review on site.

Each of the 4 Results criteria should then be summarised in 2-3 pages. The first page can provide some commentary on the range of measures used, trends of performance, (especially where variation is significant), the setting of targets, use of internal or external comparisons, the linkage to related enablers and the projection of future performance. It is also important to indicate which of the results presented are regarded as "Key" results for the criterion parts

The following 1-2 pages should show the performance trends, targets and benchmarks in graphical form, wherever available. Supporting commentary (2-3 lines) is only needed to clarify significant points, such as adverse trends or comparisons.

Microsoft Excel has a wide range of charting tools available, but try not to get carried away! For example, 3D bar charts do not always reproduce clearly. It is essential to use colour when presenting graphical data. Most assessors find it almost impossible to differentiate multiple shades of grey!

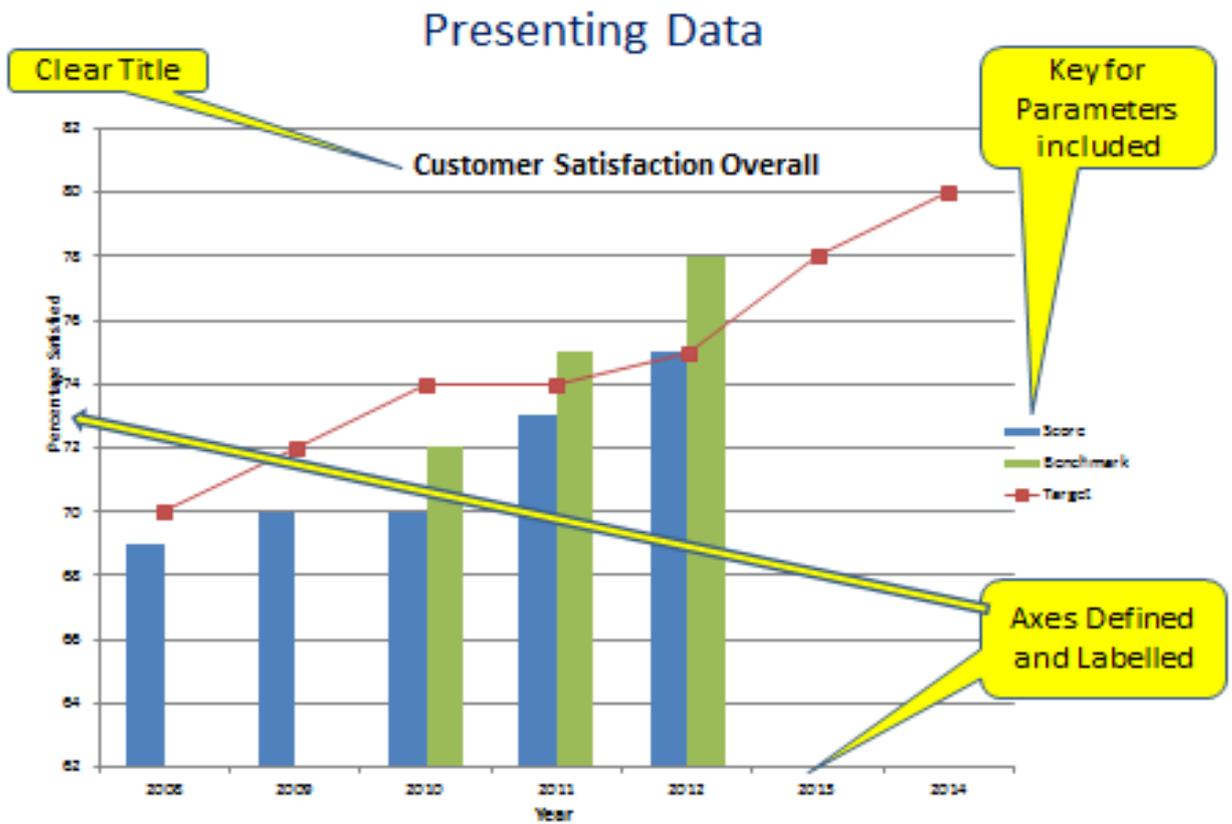
To help the assessors develop the best understanding of your performance:

- Present the performance, target and benchmark data in different colours
- Be consistent in the use of colours between individual charts and between criteria. This is especially important where criterion parts are compiled by different writers
- Make it clear whether improvement is an upward trend (e.g. sales) or downward trend (e.g. accidents).

With care in preparation and layout it should be possible to include 8-10 charts on one A4 page.

Along with the Results Qualification file, a brief Enabler Map (outlining a few enabler criteria only), along with a brief self-assessment report, needs to be submitted to the award office, end of June, for review.

Example Results presentation:



9.2 PHASE 2 – THE ENABLER MAP

The Enabler Map format is designed to be simple to produce for applicants and does not require extensive detail. The detail and clarification will be addressed during the Site Visit process. It should be written in a concise and ‘user-friendly’ style and must be as easy as possible to read. It is the responsibility of the “editor in chief” to ensure that it is consistent in writing style and format regardless of how many different people have made contributions.

The suggested format comprises a brief overview (1-2 pages) of the Enabler criterion. This should include the main strategies, policies, approaches and processes adopted for the criterion. The purpose is to facilitate the understanding, interpretation and evaluation of the organisation’s ways of working and enable the planning and execution of an effective site visit.

This should be followed by short (1 page) summary, in tabular form, of the approaches adopted for the criterion, how they link to other approaches (within this criterion and across other criteria) and the relationship to results presented in the Qualification file. Wherever possible, indicate what additional evidence is available on site together with the relevant “owner” and/or subject matter expert

Some general points:

- Use plain English. The document will be read by people outside the organisation so writers should ensure that the points being made are easily understood.
- Avoid unnecessary jargon. Every organisation has its own language and shorthand but try to minimise this. If you use abbreviations or acronyms ensure a clear and comprehensive glossary of terms is included.
- Use pictures, diagrams or graphics where they aid clarity. It will often save unnecessary text.
- Always spell-check your document before finalising using English (UK) rather than English (US) and ensure consistency throughout the document.

Possible layout of an Enabler Map

Ref.	Approach	Objective or Purpose	Deployment	Assessment & Refinement	Linkages and Key Results	Owner and Subject Matter Expert
5a.1	Process Framework	To clearly define key processes, their relationships and interaction	All key processes defined in 3 categories; management, operational and support	Initial review at annual strategic planning meeting. Breakdown to 3 sub-process levels agreed	Integrated management system (1b). Strategy deployment (2d). Business Results (9a & 9b)	Ove Andersson George Wilson

Use of Cross Referencing or Signposting

Cross referencing is important in pointing the assessor to information they need to see. Don't leave it to chance that assessors will find something which is only inferred – help them by doing it explicitly!

Cross referencing can be used to show:

- Relevance of the work methods used
- Results of Enabler activities
- Relevance of the data presented
- Refinement following reviews

Completing each phase of the Submission

Whilst Senior Managers are unlikely to be involved in writing the submission, they should act as Sponsors of project sub-teams or individual criteria. An important responsibility of the Sponsors is to agree and "sign-off" the final version of the award submission document.

The Sponsors may not get involved in the early drafts of the document, but they should be engaged once the document is starting to reach the final stages.

As the Sponsors they should ensure that the document is a fair and accurate description of the organisation, and they are satisfied that all the important evidence, information and data has been included.

The final submission entered to the DQA Office must be endorsed by the most Senior Manager of the organisation and comply with the formatting requirements detailed in **Annex G**.

For more good practice examples on submission writing, please refer to Annex I.

Please note: In addition to the submission document, **previous DQAA, DQA or Gold Applicants**, who are entering the current cycle are required to produce an **Action Taken Report** (please ask award office to provide you with the template for the ATR) and submit it at Phase 2 along with the Enabler Map section of the submission document. This will clearly show the assessors the actions you have taken from the previous DQA feedback report.

10. HOW YOU ARE ASSESSED

ASSESSOR TEAMS AND JURY

Having met the eligibility criteria your submission will be assigned to a team of between four and seven assessors (depending upon the size of the organisation), all of whom have undergone extensive training to ensure a high level of consistency. In addition all assessors complete and sign an undertaking of confidentiality agreement and no conflict of interest testimonies with the Award office.

Assessors are drawn mainly from the ranks of experienced practising senior managers from organisations across the UAE and include some academics and quality professionals.

Normally an assessor team will read through the submission once or twice individually, listing potential strengths, potential areas for improvement and site visit subjects for each criterion. Then as a team they will combine and refine these lists in preparation for the site visit.

Following the initial document assessment, the team will carry out an initial pre site visit for 1-2 hours, followed later by a detailed site visit of between 1 and 3 days, to check the validity of the submission and to clarify issues of understanding. An official letter with the detailed schedule, list of documents to be reviewed and important guidelines for preparation will be forwarded to the applicant, by the award office, prior to the site visit.

Your submission will finally be assessed on agreed and confirmed strengths and areas for improvement (AFIs) and then scored on a scale from 0 to 1000 points, using the Excellence Model framework and the RADAR assessment and management tool.

Following the site visit the completed assessments and scores are reviewed by an Award Jury which makes the final decisions on award winners. Awards are presented to those organisations demonstrating the highest levels of excellence. If no applicant attains a suitable level of excellence then no awards are presented.

A final feedback report is prepared for each applicant by the assessor team comprising an executive summary, detailed assessment of each criterion part of the Excellence Model and a scoring profile.

Please note: The Jury's decision is final and scores will not be debated further by the applicant organisation.

However, if required and in the spirit of continuous improvement, the applicants will be given the opportunity to meet with the assessment team (or assessment team leader) at the DED, after they have received their feedback reports, to further clarify any feedback report statements.

11. ACTING ON THE FEEDBACK

The organisation will receive a comprehensive feedback report from the DQA Assessor team, which is the result of many hours work. There are three main sections of potentially very useful information:

- The executive summary. An overview of the main strengths and the main opportunities for further improvement, usually referenced against the Fundamental Concepts of Excellence (see the DQA Model guide for more information)
- Detailed feedback. For each criterion part of the Excellence Model the assessors will identify the main strengths and opportunities for improvement that were observed from both the document and site visit.
- The scoring profile by criterion and criterion part. This will relate directly to the strengths and areas for improvement identified.

An important first step is to recognise the many strengths that will have been identified by the assessors. These should be celebrated - they are a credit to the organisation. Good organisations will build on their strengths by developing and exploiting them to greater effect.

Celebrating the strengths has the benefit of providing recognition and motivation throughout the organisation. Typical examples of how this can be achieved are:

- A personal letter of thanks from the CEO/GM to everyone in the organisation.
- An internal recognition event, ceremony or party.
- An internal publicity initiative by newsletter or intranet.

The feedback report will also identify many opportunities for further improvement. Not all are of equal importance and not all can be immediately addressed with the resources available in the organisation. It is necessary to prioritise and select the opportunities to be acted on.

Prioritisation is the responsibility of the organisation. The assessors have provided their view of the key opportunities in the executive summary which may be helpful. There is no overall best method of prioritisation but the organisation should focus on a few (typically 3-4) major improvement opportunities that can and will be progressed.

There are many improvement tools, techniques and methods available that can help an organisation to deliver improvements. Information on these is available from the DQA Office.

Finally, it is important that the outcome of the assessment and the selected action plans are communicated widely across the organisation. Motivation and engagement of all your people is the key to ongoing success!

12. ACKNOWLEDGMENTS

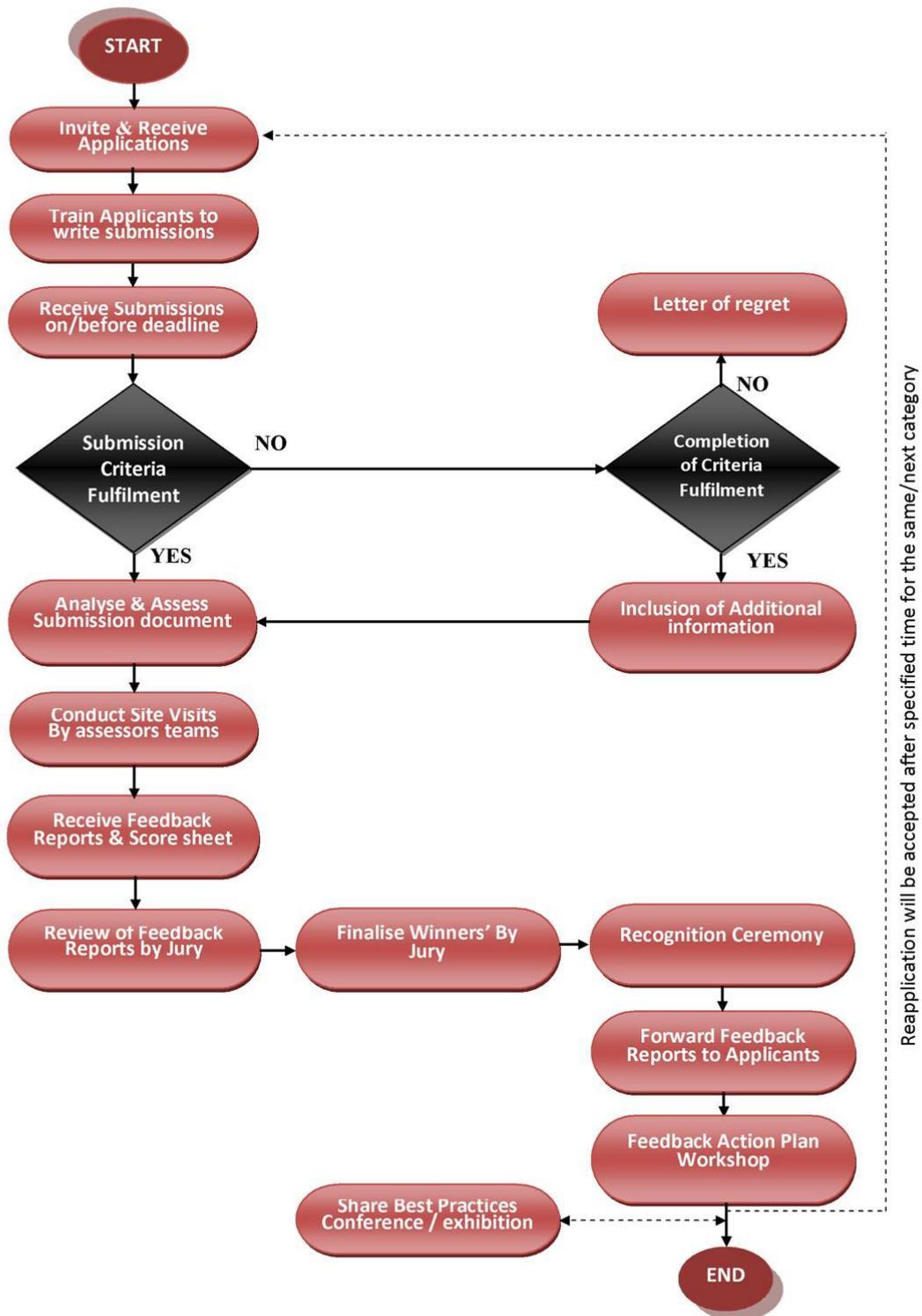
This document has been revised and updated by the Dubai Quality Award office with the support of Norman Hughes, Business Improvement Consultant (a Division of Footloose Enterprises Ltd in the UK) and Dr Laura Salasco, Business Excellence Consultant from Synergy Performance.

Both are experienced international consultants with considerable direct involvement in Award assessment processes in Europe and the Middle East.

They have both acted as Senior Assessors and Team Leaders for the British Quality Foundation and the EFQM, since 1994. They have also supported the Dubai Quality Award and trained DQA Assessors and Applicants for many years.

There have been a number of changes to this document, which reflect the 2013 version of the EFQM Model and the evolution of the DQA assessment process over recent years.

ANNEX A – DQA AWARD LIFE CYCLE



ANNEX B: Sample Communication Message

The initial internal communication to advise people in the organisation of the decision to submit an award application could cover the following:

- A clear statement that the decision to participate in the DQA process has been made and is fully supported by Senior Managers.
- A brief explanation of the Dubai Quality Award and the process of assessment. This should emphasise that organisations in Dubai use the DQA process mainly to gain external feedback on their strengths and opportunities to improve, but that it may result in recognition for the organisation.
- An explanation of why the organisation has decided to enter and a clear message that there is no expectation of actually winning the award.
- Details of the project team and team leader
- A clear statement that many people will be involved, either by being co-opted to the project team or by being asked to provide information and data.
- An indication of the timescales involved.
- A commitment to keep people informed of progress and outcomes.

ANNEX C: Form to Register "Intention to Participate"

Intention to Participate in the
Dubai Quality Award
Registration Form

For Office Use

NO.

We would appreciate your efforts to promote an environment-friendly culture by sending the registration information through email to: dqa@dubaided.gov.ae

We would like to participate in the Dubai Quality Award for the year	
--	--

SCOPE OF THE SUBMISSION (Emirate/Location/Division/Department, etc it covers):

Please find below the following information fully completed.

Organisation Name: (In English)	
(In Arabic)	
Business Activity (Nature of Business):	
Address:	
Trade license Number/ Year of Establishment:	P.O. Box:
Telephone:	Fax:

Select the category you wish to apply for:

- Dubai Quality Award Appreciation Award (DQAA)
- Dubai Quality Award (DQA)
- Dubai Quality Gold Award (DQGA)

Year of previous application, (if any):	Category Applied for previously:
---	----------------------------------

How did you hear about the Dubai Quality Award?

Please complete the following information:

Location of your Head Office:	
Total Number of Branches in Dubai:	
Total Number of Branches in the UAE excluding Dubai:	
Total Number of Branches outside the UAE if any:	
Total Number of Employees in Dubai:	
Total Number of Employees in the UAE, excluding Dubai:	
Total Number of UAE Nationals employed:	

Please indicate the sector which your organization belongs to:

<input type="checkbox"/> Finance	<input type="checkbox"/> Professional
<input type="checkbox"/> Construction	<input type="checkbox"/> Manufacturing
<input type="checkbox"/> Trade	<input type="checkbox"/> Tourism
<input type="checkbox"/> Education	<input type="checkbox"/> Healthcare
<input type="checkbox"/> Service	<input type="checkbox"/> Government
<input type="checkbox"/> Retail	<input type="checkbox"/> Freezone
<input type="checkbox"/> Real Estate	<input type="checkbox"/> Transport
<input type="checkbox"/> Logistics	<input type="checkbox"/> Others (please explain)

Please tick to indicate which of the following initiatives are carried out in your organisation:

Initiative	<u>Implemented Since (Year)</u>
<input type="checkbox"/> Vision, Mission, Values	
<input type="checkbox"/> ISO 9000	
<input type="checkbox"/> ISO 14000, other ISO Certifications please mention:	
<input type="checkbox"/> HACCP (Hazard Analysis and Critical Control Point)	
<input type="checkbox"/> Customer Satisfaction Surveys	
<input type="checkbox"/> Employee Satisfaction Surveys	
<input type="checkbox"/> Management by objectives	
<input type="checkbox"/> Suggestion Scheme	
<input type="checkbox"/> Complaint System	
<input type="checkbox"/> Six Sigma	
<input type="checkbox"/> Kaizen	
<input type="checkbox"/> Activity Based Costing	
<input type="checkbox"/> Budgeting System	
<input type="checkbox"/> Balanced Scorecard	
<input type="checkbox"/> CMM (Capability Maturity Model)	Current Level:
<input type="checkbox"/> Others (Please Explain)	

How to Prepare a DQA Award Submission – Ver 6, January 2019

<i>Do you have a full time HR Manager?</i>	Yes	No
<i>Do you have a full time Quality Manager?</i>	Yes	No
<i>Do you have a full time Training Manager?</i>	Yes	No
<i>Do you have results showing non-financial measures?</i>	Yes	No
<i>Does your company have a Staff Appraisal System and are rewards linked to the performance measures?</i>	Yes	No
<i>Do you have any special system for preventing or reducing harmful waste/recycling/noise, others, etc?</i>	Yes	No
<i>Do you have an ERP (Enterprise Resource Planning) System?</i>	Yes	No
<i>Do you have a CRM (Customer Relationship Management) System in place?</i>	Yes	No
<i>Are you part of a subsidiary?</i>	Yes	No
<i>Are you part of an International Brand?</i>	Yes	No
<i>Does your company have a control over other companies outside the UAE? (Please list below)</i>	Yes	No
<i>Have you won any other major Awards in the past 3 years? If so, please state below the name of the awards?</i>	Yes	No
Name of your Marketing Manager		
Name of your PR Manager		
<p><u>Kindly register this organisation for this year's cycle of the Dubai Quality Award. I have read and understood the notes listed below:</u></p>		
<p>Name of the Contact Person/ Project Leader: <i>(the person who is leading this project inside your organisation and to whom all correspondence will be sent)</i></p>		
Position:		
Tel:	Fax:	
Mobile:	Email:	

This form should be signed and approved by the highest-ranking officer at your organisation or any person acting in his/her capacity, in agreement to the terms and conditions below:

Name of the Highest Ranking Operational Executive in your organisation
(e.g. CEO, MD, GM, etc):

Position:

Tel:

Fax:

Mobile:

Email:

Signature:

Date:

TERMS AND CONDITIONS:

- Completing this application form does not bind the applicant to make a submission, however, a serious attempt at preparing the final entry document is expected.
- There will be preliminary stage wherein the applicant will need to submit a preliminary results qualification file in June, which will be evaluated and approved by the award office. On approval only, a final entry document, as per the award criteria specified, should be submitted before the date specified by the Award Office (usually September 30th).
- This document must reflect your organisation as it currently stands against the DQA model criteria and not how it will be in the future. Submission fee for this document will be AED 3000 for a Gold Applicant, AED 2000 for a DQA Applicant and AED 1000 for a DQAP Applicant, plus an additional 5% VAT on the total fee.
- It is recommended to demonstrate your commitment by announcing your decision to apply for the award to key members of staff and to nominate a senior person in your organisation to act as a project manager to facilitate the co-ordination and the information compilation process.
- Start as early as possible. Do not underestimate the time it takes to produce a good submission document.
- Keep the Award Office informed of your progress to date.
- Upon receipt of this registration form by the DQA office, you will be entitled for further updates about the Award together with any other booklets, seminars, events and workshops organised by the Dubai Quality Award Secretariat at the Business Excellence Department.
- All winning organizations will be required to share their best practices with the business community at large.
- All Assessors sign a confidentiality and non-disclosure agreement before they are allowed to receive a copy of your submission. They will then assess your organisation based on the DQA Criteria, their results are also verified by the award office and the jury. **The Jury's decision will be final and cannot be contested.** Assessors may not accept presents, job offers, work of any nature (including consultancies) from their assessed companies, for a period of not less than 12 months from the date of the site visits. Gifts or bribes of any kind will not be accepted by either assessors/award office. The Award Office reserves the right to disqualify assessors or applicants engaged in fraudulent activities both before and after the Award cycle.

ELIGIBILITY CRITERIA:

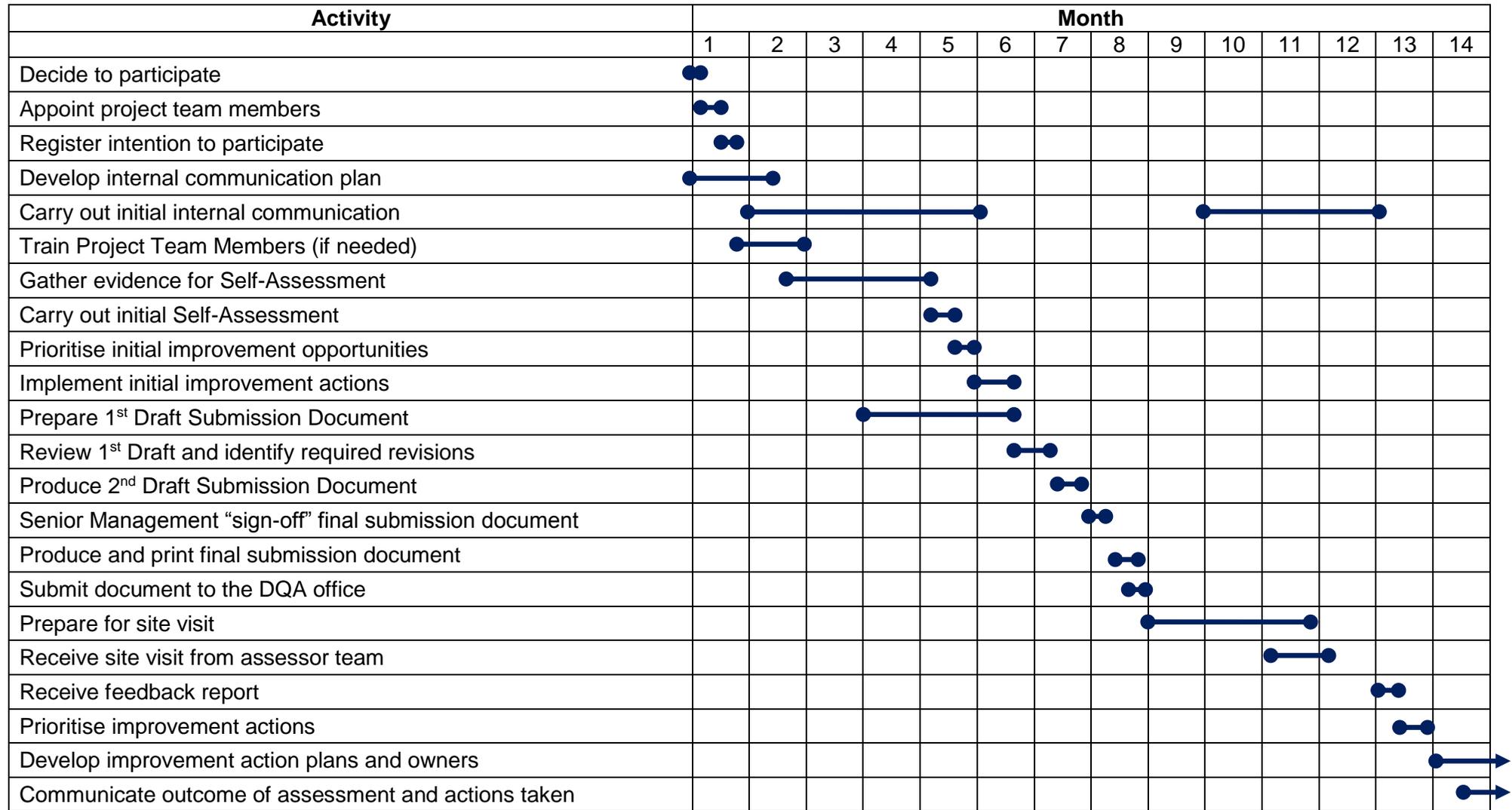
- Scope: Organisation (private or government sector) located in the UAE.
- Have a current trade license in the UAE.
- Have a minimum of 3 years continuous operating history in the UAE.
- Have at least half of the applicant's employees or asset base must be located and examinable in the UAE.
- If a subsidiary or business unit of a larger entity, be considered as a "stand alone" business with clear boundaries and financial autonomy, managing their own accounts.
- **Rules for applicants: DQAA** Applicants must focus on showing results that are caused by approaches and favourable trends that extend for at least 2+ years, **DQA** Applicants must focus on showing results for at least 3+ years, with benchmarks against national competitors and/or industry standards as applicable and for **DQA Gold** Applicants Results must be for atleast 5+ years and cover all relevant areas extending beyond the 3 years expected for DQA.

Please return this application form with a copy of your trade license by email to:
Email: dqa@dubaided.gov.ae. Tel: 04-4455833, Website: www.dubaided.gov.ae

Department of Economic Development, Business Excellence Department, P.O. Box 13223, Dubai, UAE.

This form may be reproduced or copied. It should be completed and returned to the DQA Secretariat as early as possible in order to keep you informed of our events, documents and news. Applicants should keep a copy of the completed form for their record.

ANNEX D: EXAMPLE PROJECT PLAN (outline)



ANNEX E: Enabler Proforma – Example for Self-Assessment

Approach	Objective or Purpose	Deployment	Assessment & Refinement	Linkages and Key Results
Process Framework	To clearly define key processes, their relationships and interaction	All key processes defined in 3 categories; management, operational and support	Initial review at annual strategic planning meeting. Breakdown to 3 sub-process levels agreed	Integrated management system (1b). Strategy deployment (2d). Business Results (9a & 9b)
Process Improvement Centre	To identify and manage process improvement projects	Established in 2011 to oversee operational processes. 3 pilot projects completed	Quarterly report to Management Board. Project management templates refined	Strategy development (2b), people alignment (3c), Business results (9b)
Waste Elimination Programme	To reduce waste in production areas	Fully implemented in Unit 1 and in progress in Unit 3	Unit 1 review identified need for further training in lean techniques, implemented in Unit 3 plans	Strategy development (2c), Materials management (4c), Waste and utility consumption (8b)
5S implementation	To improve housekeeping and operational efficiency	Implemented in Unit 1 in line with waste elimination	Implementation project report reviewed and changes to planned for next phase	People alignment (3c), Buildings and equipment management (4c), people satisfaction (7a), operational efficiency (9b)

ANNEX F: Results Proforma – Example for Self-Assessment

Measurement	Purpose & Relevance	Trends	Targets	Comparisons	Confidence
People Survey	To understand satisfaction and motivation. Survey reviewed and updated in 2009 based on employee feedback	Positive on 13 out of 20 parameters 2008-2012 (5 years)	Achieved in 14 out of 20 parameters 2010-2012	In top quartile on 8 parameters 2011-2012 using benchmark data from survey company	Revised targets for top quartile on all parameters in 2013 with action plan (see 3a)
Appraisal Feedback	Check satisfaction with review process	Static 2007-2008 then average 3% improvement per year from 2009-2012	Set from 2010; achieved in 2011-2012	Internal only – between business units	Target revised and review of process planned for 2013-2014
Training attendance	To confirm achievement of training plan	Decline 2008-2009 due to staff changes. Improved from 2010-2013	Achieved for internal courses in 2012. 15% below target for external courses	Internal only – between business units	Manager briefing planned on use of external training events
Training Budget	To confirm achievement of training plan	Underspend in 2008-2009. Achieved 2010-2011 but overspend 2012 (increased external costs)	See trends <<<	None	Renegotiation of external training suppliers to control costs. Targets revised.
Training Feedback	Check satisfaction with training process	Average 4% improvement per year from 2010-2012	Achieved for internal courses 2009-2012. Not achieved for external courses	None. Benchmarking project planned for 2013	External suppliers targeted on delegate satisfaction
Turnover	To check attractiveness of job and company	Reduced from 11.1% to 7.8% 2009-2012	Set for 2011-2102 but not achieved	Not favourable. 2.5% above industry average in 2012	Target revised to achieve industry average in 2013. Exit interview process revised.

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Internal appointments	To review effectiveness of internal development plans	Increased from 2008-2009. Stable from 2010-2012.	Target of 60% achieved 2010-2012 in line with strategy (2c; 3a)	None. Benchmarking study planned with key partner in 2013-2014	Target to retain 95% of all employees graded 4 & 5 in appraisals
Accidents and Incidents	To confirm workplace safety	Stable 2008-2009. Positive (reduction) 2010-2012	Achieved overall in 2011-2012. Not achieved for Unit 2	Favourable – 2% better than industry average in 2012	Zero accident target set for 2014. H&S seminars planned for all managers in 2013. Action plan for Unit 2 developed

ANNEX G - Submission Document Requirements

The submission document must comply with the following:

- Written in English
- Between 14-18 pages (Qualification file)
- Between 14-16 pages (Enabler map)
- Minimum font size 11 point (body text). Graphics must be legible so unlikely to be less than 8 point
- Preferred font style – Arial, Calibri, Verdana or Times New Roman
- Minimum single line spacing; 1.2 line spacing preferred
- Portrait orientation
- Minimum 1.5 cm margins top and bottom
- Minimum 1.0 cm margins left and right
- Prepared in colour where possible (essential for Results criteria)
- **All documents to be submitted in soft copy (pdf) format, unless otherwise requested by the award office.**
- 2 hard copies (A4) if required (for the DQA Awards Office and Jury). Additional hard copies may be requested for members of the assessment team if they have difficulty in producing these locally from the pdf file

Dividers

Section dividers are not necessary. If used you may include pictures, graphics, or promotional material to highlight information relevant to the section which follows. For example, customer quotes, photographs of people or operations, award certificates or logos, etc. Dividers are **not** included in the total page count.

ANNEX H - DQA Calendar of Events



Date / Month	Description of the Dubai Quality Award Process
Year 2018	
Jan - March End	Submit your intention to participate Application form with pre-qualification checklist
June 30	Last date for receiving duly signed DQA Results Qualification file with Key Information, along with brief Enabler Map, as well as Self-Assessment Scorecard with brief self-assessment report
July end	Evaluation results and feedback on qualification file will be provided to applicants by DQA Evaluating committee (Please note, the evaluating committee's decision is final and should be complied with)
Sep 30	Last date for receiving DQA Submission Document in pdf format (which includes the Enabler Map, updated Results Qualification file with Key Information , along with the Submission fee , as mentioned in the application form and Action Taken Report for previous applicants only)
Oct 1 st week	Training all New Assessors of DQA
Nov 3 rd & 4 th week	Training all Teams (New and Senior) of Assessors for DQA
Nov end	Handing over Submission Documents to the DQA Assessor Teams
Dec 1-15	Pre Site Visit Meeting at the Applicants site to clarify key information
Dec 15 - Jan 15	Individual Assessment to be completed by the Assessors
Year 2019	
Jan 16 - 31	Consensus Meeting & Site Visit Planning by the DQA Assessor Teams (Site Visit Schedule & List of documents to be sent to the applicant)
Feb 1- 15	Dubai Quality Award Site Visits (min 1 day for small organisations and 2-3 days for large organisations)

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Feb 16 - Mar 5	Feedback Reports & Score Completed by the DQA Assessor Teams & forwarded to the DQA Office
April 1st week	Dubai Quality Award Jury Meeting to decide on the winners
April 2nd week	Winners and Non winners notified of their status *** (Please see note below)
May 1 st week	Business Excellence Award Ceremony honouring the winners of Dubai Quality Award
May 2 nd week	Feedback Reports to be sent to Applicant Companies
May last week	Workshop on How to action plan your feedback report, for all applicants of Dubai Quality Award
	Please note, when a previous applicant applies for the next category of the award, they need to submit an Action Taken Report (ATR) , as per the template provided, along with their main submission document, explaining how they have actioned their previous DQA feedback report and the improvements that have taken place.

***** Note:**

Please note, the Jury's decision is final and scores will not be debated further by the applicant organisation. However, if required, in the spirit of continuous improvement, the applicants will be given an opportunity to meet with the assessment team at the DED, after they have received their feedback reports, to clarify any unclear feedback statements.

Please note

All the documents mentioned in the calendar above, need to be signed by the highest ranking authority in your organisation.

ANNEX I –

EFQM Excellence Model 2013 - Good Practice Examples for Submission Writing

Example of Submission – Enabler Map page – 5a

Ref.	Approach	Objective or Purpose	Deployment	Assessment & Refinement	Linkages and Key Results	Owner and Subject Matter Expert
5a.1	Process Framework	To clearly define key processes, their relationships and interaction	All key processes defined in 3 categories; management, operational and support	Initial review at annual strategic planning meeting. Breakdown to 3 sub-process levels agreed	Integrated management system (1b). Strategy deployment (2d). Business Results (9a & 9b)	Ove Andersson George Wilson
5a.2	Process Improvement Centre	To identify and manage process improvement projects	Established in 2011 to oversee operational processes. 3 pilot projects completed	Quarterly report to Management Board. Project management templates refined	Strategy development (2b), people alignment (3c), Business results (9b)	Ove Anderson John Frederick
5a.3	Waste Elimination Programme	To reduce waste in production areas	Fully implemented in Unit 1 and in progress in Unit 3	Unit 1 review identified need for further training in lean techniques, implemented in Unit 3 plans	Strategy development (2c), Materials management (4c), Waste and utility consumption (8b)	Bjorn Soderstrom George Wilson
5a.4	5S implementation	To improve housekeeping and operational efficiency	Implemented in Unit 1 in line with waste elimination	Implementation project report reviewed and changes to planned for next phase	People alignment (3c), Buildings and equipment management (4c), people satisfaction (7a), operational efficiency (9b)	Andreas Backman Esam Farook Ian Scott

Example of Submission – Results Qualification File page Criterion part 6a – Customer Results – Perceptions

Depending on the purpose of the organisation measures may focus on:

- Reputation and Image
- Product and service value
- Product and service delivery
- Customer service, relationship and support
- Customer Loyalty and engagement

We have many customers, varying in size from the small business users on single sites to national clients who operate from multiple sites. The needs and expectations differ in certain areas but there are many core aspects of service provision that are important to all customers.

We use a common customer satisfaction survey for all our customers. This gives us our base data for review and comparison but we supplement this with face to face review meetings for each of our top 50 clients, carried out at least annually. This gives us additional qualitative data, highlights potential future problem areas and generates ideas for additional facilities or services.

The customer survey is designed and operated by an independent survey company. The company carried out research with a cross section of our customers to ensure that the survey factors are both relevant and important. In this way we are confident that the measurements give us a true picture of customer perceptions.

The survey company has confirmed that the response rate over the past 4 years has increased from 52% to 68% which confirms that we have robust data for analysis.

Our customer survey covers 15 major service aspects and we have shown below the 8 factors which our customer research showed as the most important. These are our key results for 6a. Data for the remaining parameters can be reviewed at the site visit.

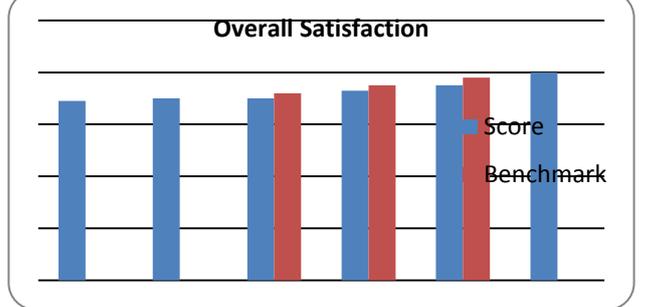
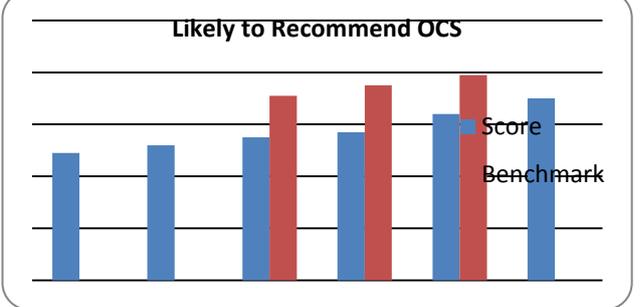
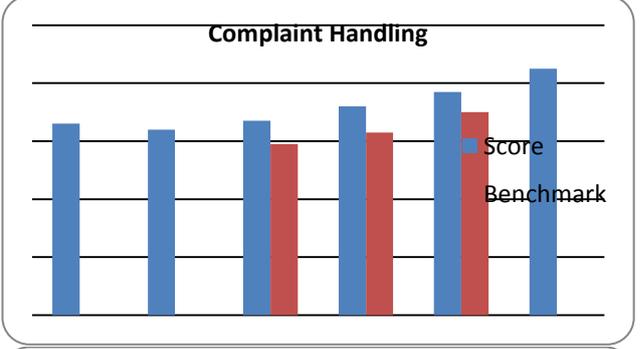
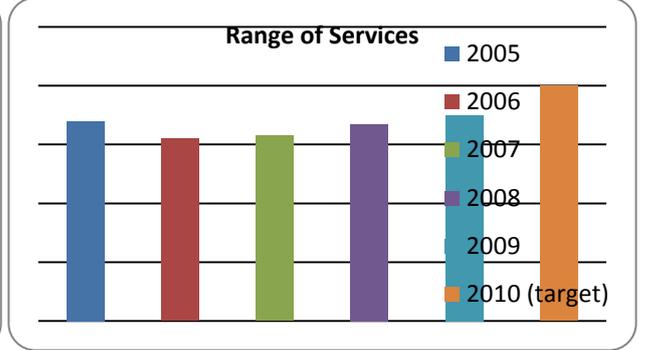
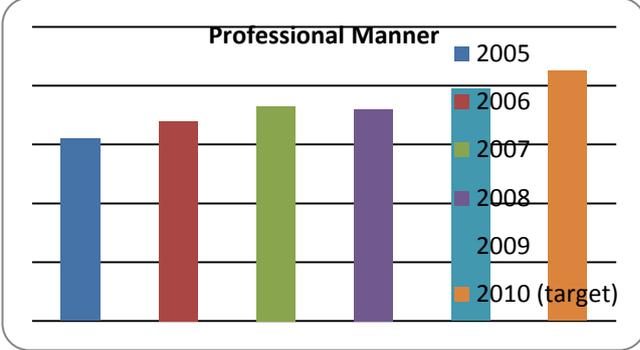
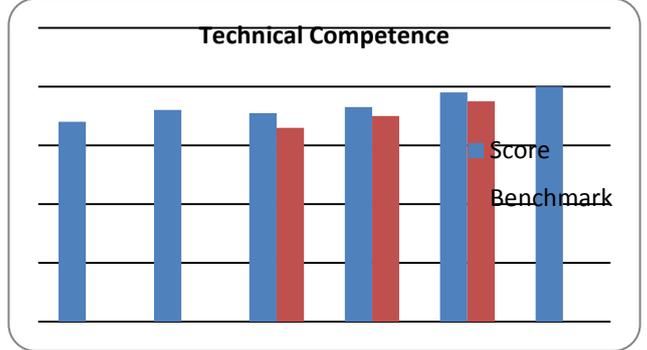
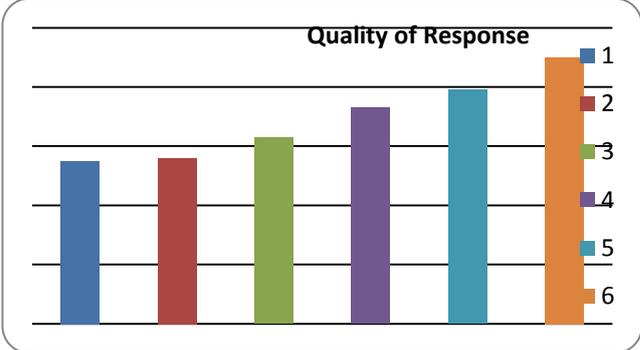
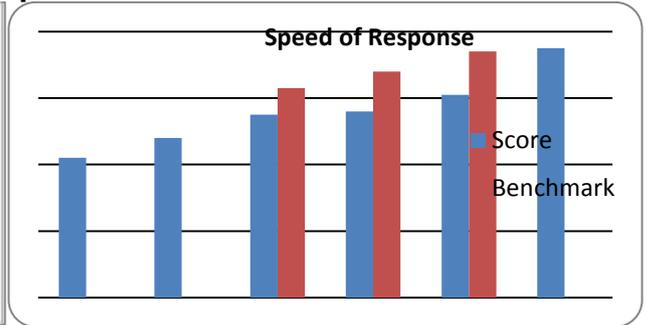
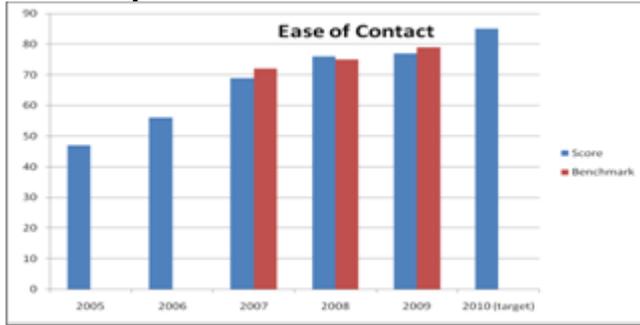
Our performance over the last 5 years is illustrated in the charts which follow (these show % satisfied or very satisfied). The charts do not contain our internal targets. We have only set targets for the past 2 years, and these are agreed at our annual customer planning workshop, based on benchmark comparisons where available or previous trends where they are not available.

In all cases you will see performance improvements which are directly related to the initiatives we have taken in training and empowering our people (see 3b and 3c) together with the changes to service delivery (see 5d) and customer relationship management (see 5e).

The comparative (benchmark) data is provided from our research company and represents the “top performing” company in a similar or related business sector.

All the data presented in the charts can be analysed by customer segment and by region but this is not shown due to the space restriction in the submission. Variation in performance between regions is not significant and all the segmented data is available for review at the site visit.

Criterion part 6a – Customer Results - Perceptions



Criterion part 7a – People Results - Perceptions

Depending on the purpose of the organisation measures may focus on:

- Satisfaction, involvement and engagement
- Pride and fulfilment
- Leadership and management
- Target setting, competency and performance management
- Competency, training and career development
- Effective communications
- Working Conditions

We recognise that people are the most critical asset in running an effective service business and have invested in several areas of people development and support (see Criterion 3). Measuring effectiveness is equally important and we now gather people's perception through an annual survey. This was originally launched in 2002, based on a survey endorsed as good practice by the Institute of Human Resource Development (IHRD).

We commissioned Surveys Unlimited (UK) to update and re-launch our survey in 2005 and to manage the data capture and analysis. They ran several focus groups to identify the critical parameters for our people and the final version was trialled and endorsed at our management conference. Our survey covers 12 parameters (we wanted to make it easy to complete but still relevant). After our employee communications manager was appointed she carried out further focus group research to rank the parameters in order of importance. In the charts below we have presented the data for the top 6, which represents the Key results for people perception.

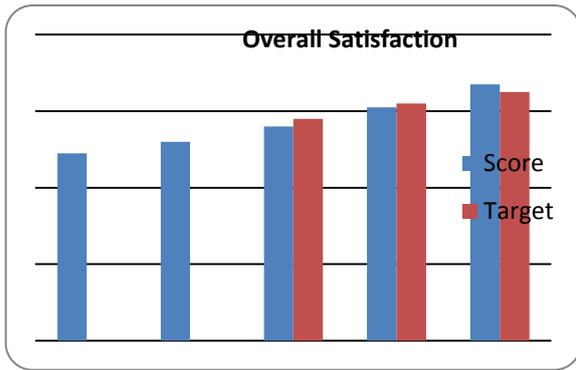
This current survey uses a rating scale of 1 (extremely dissatisfied) to 10 (extremely satisfied) with 5 representing an acceptable performance for each question in the survey. The category scores below represent the arithmetic mean of all respondents. The survey is anonymous and can be completed online or on paper, and in the last 2 years we have incentivised survey completion by making local charitable donations for every completed form received. As a result our response rate has increased from 46% in 2008 to 79% in 2010, so we have very robust data available.

We did not set targets until 2008 as we were initially concerned to see the rate of change that resulted from our initial efforts. Since then we have set targets based on extrapolation of previous performance and consideration of benchmark data where this is available.

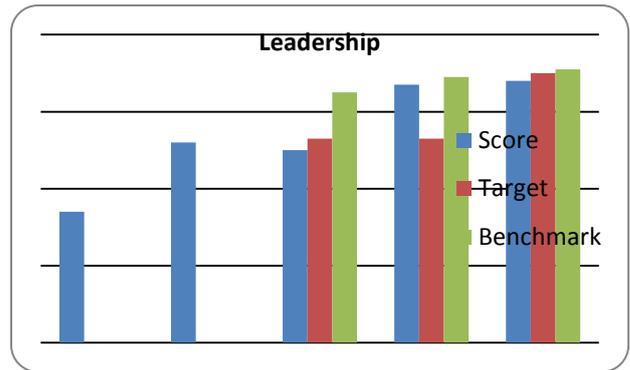
Due to the design of the survey we are advised by Surveys Unlimited (UK) that not all the parameters can be directly compared with results from their database. For this reason benchmarks are absent in certain areas but we actively seeking relevant comparisons from other sources. The benchmarks shown are drawn from the database of Surveys Unlimited (UK) for comparable questions. The database is compiled from over 600 client companies across a range of business sectors and the benchmarks provided are the top quartile scores.

We have further analysis of the survey results by location, staff grade, length of service, etc., and all segmented data will available for review at the site visit. We not that there are slightly higher scoring levels from the management grades but we are advised by the survey company that the variance is not statistically significant.

Links to our enabling approaches are shown in commentary for each chart.



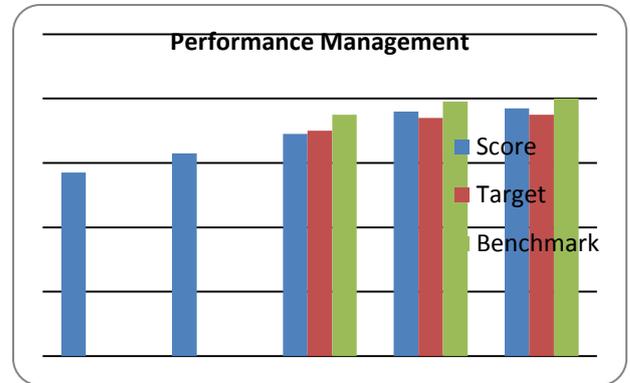
7.1 We believe the steady progress in overall performance is due to the range of initiatives we have taken in leadership and people management



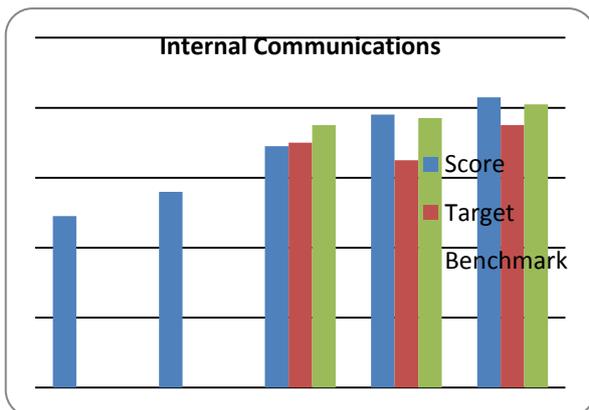
7.2 The leadership development programme that we began to roll out from early 2008 made an impact in this area over the next 2 years



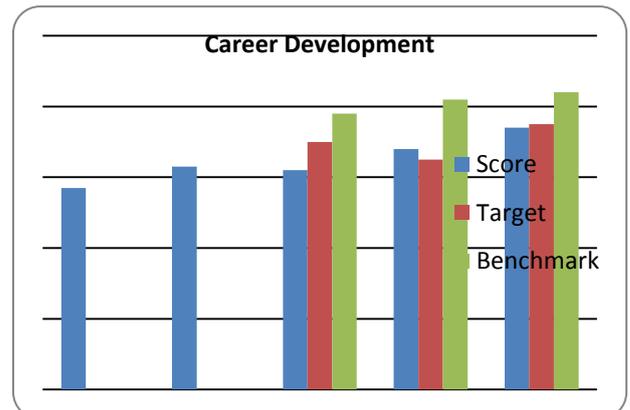
7.3 As our training events have been more focused and more importantly delivered on a timely basis we have seen improving satisfaction in this area



7.4 The deployment of targets to team leaders and individual technicians has generally been welcomed but we have seen a variation in this parameter across the regions



7.5 We have put considerable efforts into this area over the last 3-4 years so are encouraged to see the significant improvements achieved



7.6 Improved coaching from line managers has influenced this to some degree but we have not improved at the rate we would have liked to achieve