Appendix 2: Questionnaire A

1. HOW LONG HAVE YOU WORKED FOR <u>THIS</u> MINISTRY? ………………………. years

2. HAS YOUR ROLE IN <u>THIS</u> MINISTRY ALWAYS BEEN IN HUMAN RESOURCES MANAGEMENT (HRM)?
Yes/No

3. IF YOUR ANSWER TO Question 2 WAS 'NO', IN WHAT OTHER ROLES HAVE YOU SERVED.
Please give general descriptions NOT specific roles – for example 'Finance', 'Administration'

| |
| |

4. ARE YOU AWARE OF THE EFFORTS TO IMPROVE STANDARDS OF GOVERNANCE ACROSS QATAR'S PUBLIC SERVICES?
Yes/No

5. ARE YOU AWARE OF THE EFFORTS TO IMPROVE SYSTEMS OF HRM GOVERNANCE ACROSS QATAR'S PUBLIC SERVICES?
Yes/No

6. WHAT DO YOU THINK ARE THE <u>MAIN</u> REASONS QATAR INTRODUCED HRM IMPROVEMENTS AND REFORMS INTO CIVIL SERVICE ORGANISATIONS?

	You may tick more than one	Tick
a.	To improve efficiency	
b.	To improve effectiveness	
c.	To improve service and commitment to the public	
d.	To serve the needs of policy makers better	
e.	To serve the needs of employees better	
f.	To make people easier to manage	
g.	To create the same system in every Ministry	
h.	To ensure the future strategic needs of public services	
i.	To give greater functional flexibility	
j.	Because people are the most important asset of any organisation	
k.	To improve governance systems	
l.	To align with other governments' practices worldwide	

m. Some other reason (*please state*)

| |
| |

7. WHAT HUMAN RESOURCES PRACTICES DOES YOUR MINISTRY <u>DELIBERATELY</u> EMPLOY?

(*see also 8A-8I on Pages 4-6 below for detailed components of each category*)

You may tick more than one

		Yes (Tick)
a.	Personnel Management Systems	
	If 'yes' please also answer questions in section 8A. below	
b.	Organisational Design and Development	
	If 'yes' please also answer questions in section 8B. below	
c.	Employee Resourcing (i.e. recruitment, selection and progression)	
	If 'yes' please also answer questions in section 8C. below	
d.	Learning and Employee Development	
	If 'yes' please also answer questions in section 8D. below	
e.	Reward Management	
	If 'yes' please also answer questions in section 8E. below	
f.	Performance Management	
	If 'yes' please also answer questions in section 8F. below	
g.	Strategic HRM	
	If 'yes' please also answer questions in section 8G. below	
h.	Employee Relations Management	
	If 'yes' please also answer questions in section 8H. Below	
i	Health & Safety and Wellbeing of Employees	
	If 'yes' please also answer questions in section 8I. Below	

8. SPECIFIC HUMAN RESOURCES MANAGEMENT PRACTICES

8A. Personnel Management – Formal Systems

Answer only if you said 'Yes' in 7a. above - You may tick more than one

		Formal Policies & Procedures	Tick
a.	Confidential Personnel Information and Record Systems		
b.	Disciplinary Procedures		
c.	Grievance Procedures		
d.	Capability Procedures		
e.	Short-term Absence Management		
f.	Long-term Absence Management		
g.	Equal Opportunities – Gender		
h.	Equal Opportunities – Nationality		
i.	Most HR Management roles delegated to Line Managers		

8B. Organisational Design

Answer only if you said 'Yes' in 7b. above - You may tick more than one

		Tick
a.	Direct Involvement in Organisational Design	
b.	Organisational Development #	
c.	Change Management Control	
d.	Job, Role, Competency and Skills Analysis	
e.	Development of Corporate Culture	
f.	Job and Role Design & Development	
g.	High performance work systems	

Organisational Development – systematic steps to ensure <u>total</u> organisational improvement, competence and effectiveness

8C. Employee Resourcing (i.e. recruitment, selection and progression)?

Answer only if you said 'Yes' in 7c. on page 4 - You may tick more than one   Tick

a. Job Descriptions for Each Job	
b. Personal Specifications for Each Job	
c. Recruitment and Selection Policies and Procedures	
d. Selection Interviewing	
e. Aptitude or Psychometric Tests (etc), for Selection	
f. Talent Management	
g. Career Management	
h. Formal Induction Procedures	
i. Exit Interviews	

8D. Learning and Development

Answer only if you said 'Yes' in 7d. on page 4   - You may tick more than one   Tick

a. Development Programmes driven by Departmental/ Ministry-wide needs	
b. Training and Programmes driven by Individual need	
c. Designed Links between Assessment and Training Programmes	
d. Organizational Development (*Knowledge Development and Retention*) Programmes	
e. Continuous Professional/ Technical Development Programmes (*for Employees qualified by degree or professional qualifications*)	
f. Management Development Programmes	
g. Executive Development Programmes (*for very senior executives or potential executives*)	

8E. Reward Management

Answer only if you said 'Yes' in 7e. on page 4   - You may tick more than one   Tick

a. Job Evaluations	
b. Market Rate Analysis	
c. Grade and Pay Structures	
d. Individual Bonus and Performance Related Pay Systems	
e. Team Bonus and Performance Related (Contingent) Pay Systems	
f. Rewards for Special Groups (*Executives, Project Workers, Manual Workers etc*)	
g. Strategic Employee Benefits, Pensions and Allowance Management	
h. Formal Induction Procedures	
i. Formal Pay and Reward Review Procedures	

8F. Performance Management

Answer only if you said 'Yes' in 7f. on page 4   - You may tick more than one   Tick

a. Regular Individual Performance Reviews and Assessments by HR Department	
b. Regular Individual Performance Reviews and Assessments by Line Managers	
c. Performance Planning Systems	
d. Procedures for Dealing with Under-performing employees	
e. Peer Assessment Review Systems	
f. 860 Degree Performance Management	

8G. Strictly HRM
8G. Strategic HRM

Answer only if you said 'Yes' in 7g. on page 4 - You may tick more than one — Tick

		Tick
a.	Strategic Human Resource Plan	
b.	Separate Environmental Scanning Systems#	
c.	Formal Alignment with Organisational Strategy	
d.	People Resourcing / Manpower Planning Strategy	
e.	Learning and Development Strategy	
f.	Knowledge Management Systems	
g.	Knowledge and Competence Retention Systems	

 # e.g. global & regional economies, factors affecting wages, national and international availability of skills etc

8H. Employee Relations Management

Answer only if you said 'Yes' in 7h. on page 4 - You may tick more than one — Tick

		Tick
a.	Formal (National) Employee Relations Framework	
b.	Formal (Ministry) Employee Relations Framework	
c.	Industrial Relations / Collective Bargaining Processes	
d.	Individual Employee Communication and Appeal Processes	
e.	Collective Employee Communication Systems	
f.	Collective Employee Information Systems	

8I. Health & Safety and Employee Wellbeing

Answer only if you said 'Yes' in 7i. on page 4 - You may tick more than one — Tick

		Tick
a.	Formal Health & Safety Systems	
b.	Formal Flexible Working / Work-life Balance Systems	
i.	Employee Well-being systems	

9. SOURCES OF HR MANAGEMENT THEORY AND PRACTICE

9A. Where did the ideas and theory for the practices described in Section 8 (pages 4-6) come from?

You may tick more than one — Tick

		Tick
a.	Legal Codes and Regulations	
b.	Other Ministries	
c.	The Supreme Council that Governs this Ministry (if applicable)	
d.	The Professional Knowledge of the HR Director	
e.	The Professional Knowledge of other HR Managers	
f.	The Institute of Administrative Development	
g.	The Capacity Building Initiative	
h.	External Consultants	
i.	University and College Courses	
j.	Training Courses	
k.	Professional Associations	
l.	Other governments (regional or international)	
m.	Books and Printed Sources	
n.	Professional Publications	

o. Some other source(s) (please state)

9B. Who decided these practices would be used in this Ministry

You may tick more than one   Tick

a.	Legal Codes and Regulations	
b.	The Supreme Council that Governs this Ministry (if applicable)	
c.	The Minister	
d.	The HR Director	
e.	HR Managers	
f.	The General Secretariat for Development Planning (Capacity Building Initiative)	
g.	The Institute of Administrative Development	
h.	External Consultants	

i. Some other source(s) (please state)

10. OTHER DRIVERS OF CHANGE

Qatar National Vision (QNV) 2030 was introduced in 2008. QNV aims to transform Qatar by the year 2030 to a developed nation is able to achieve sustainable development and to ensure the continuation of a decent living for its people, generation after generation. QNV 2030 provides a general framework for the development of overall national strategy and implementation plans.

10A. Have you read the Qatar National Vision 2030

Yes/No

If YES please go to next Question. Otherwise go to Question 10F on the next page (8)

10B. Do you think any of QNV 2030 applies directly to the work of this Ministry?

Yes/No/Don't Know

If YES please go to next Question. Otherwise go to Question 10D

10C. Has QNV 2030 been sent to all members of staff in this Ministry

Yes/No/Don't Know

10D. Have you translated QNV 2030 into specific goals for your Ministry /Department, and communicated these to managers and employees?

Yes/No

10E. Do you think any part of QNV 2030 specifically applies to Human Resource Management in this Ministry?

Yes/No/Don't Know

Also in 2008, The General Secretariat for Development Planning introduced a civil service-wide initiative called the "Capacity Building Initiative" (CBI). The CBI aims to build and improve human resources skills, knowledge, abilities and behaviours within the public service sector

10F. Are you aware of the CBI?

Yes/No

If YES please go to next Question. Otherwise go to Question 11 on the next page

10G. Have you been told about CBI in detail?

Yes/No

If YES please go to next Question. Otherwise go to Question 11 on the next page

10H. Is this Ministry currently taking part in the CBI?

Yes/No/Don't Know

If YES please go to next Question. Otherwise go to Question 10J

10I. Which current CBI Initiatives?

10J. Do you know of any <u>future</u> plans to take (further) part in the Capacity Building Initiative?

Yes/No/Don't Know

If YES please go to next Question. Otherwise go to Question 11 on the next page

10K. Which future CBI Initiatives?

11. CULTURAL ADAPTATIONS

Note: In this questionnaire, the term 'UNIVERSAL' means changes imposed by ALL new Civil Service Employment Laws brought in over the last 10 years (Such as Amiri Decree No.(16)for the year 2009 set the terms of reference of ministers/Amiri Decrees for the year2009 on the organizational structures of Ministries./Human Resources management Act No.(8)for the year 2009 or the Capacity Building Initiative etc.)

11A. THINKING ABOUT SPECIFIC 'UNIVERSAL' HR REFORM INITIATIVES BROUGHT IN BY THE STATE

a.	Please list all you have FULLY implemented (100%) since 2000

If you have answered this question (11A.b), please go direct to 11D on Page 14

b.	Please list all you have PARTLY implemented (less than100%) since 2000

If you have answered this question (11A.b), please also answer 11B on the next page - But first answer next question (11A.c) if applicable.

c.	Please list all you have NOT implemented since 2000

If you have answered this question (11A.c), please also answer 11C on page 12

If you listed any partly implemented Universal Reforms in 11A.b on the previous page (9) please answer the questions on this page.

11B IF YOU HAVE <u>PARTIALLY</u> IMPLEMENTED SPECIFIC 'UNIVERSAL' HR REFORM INITIATIVES

	Yes	No
a. Do you intend to FULLY implement ALL those you listed in 11A.b on page 9		

If 'Yes' please go to Question 11D on page 14 – if 'No' read the note below

Use the table below (11B.b1) to enter details of the first Universal Reform you listed in 11A.b on page 9 that you do NOT intend to fully implement.

11B.b1

Which was the first of the Universal Reforms you listed in 11A.b on Page 9 do you NOT intend to fully implement?	
b1.	Why do you NOT intend to implement it fully?
c1.	What causes MOST difficulties? Please also say why
d1.	What causes LEAST difficulties? Please also say why

If you listed <u>more than one</u> Universal Reform in 11A.b (p9) you do NOT intend to fully implement, use the table on the next page (11B.b2) to enter details

NOTE
*If you listed **more than three** Universal Reforms in 11A.b on Page 9 you do NOT intend to fully implement,
photocopy this page as many times as you need before completing it*

11B.b2: (If you answered NO to 11B.a on Page 10)

Which was the [second] .... of the Universal Reforms you listed in 11A.b on Page 9 do you NOT intend to fully implement?	
b2.	Why do you NOT intend to implement them fully? F
c2.	What causes MOST difficulties? Please also say why
d2.	What causes LEAST difficulties? Please also say why

11B.b3 (If you answered NO to 11B.a on Page 10)

If you answered NO to 11B.a on Page 10 Which was the [third] .... of the Universal Reforms you listed in 11A.b on Page 9 do you NOT intend to fully implement?	
b3.	Why do you NOT intend to implement them?
c3.	What causes MOST difficulties? Please also say why
d3.	What causes LEAST difficulties? Please also say why

*If you listed any un-implemented Universal Reforms in 11A.c on the Page9 please answer the
questions on this page.*

11C. IF YOU HAVE <u>NOT</u> IMPLEMENTED SPECIFIC UNIVERSAL HR REFORM INITIATIVES

		Yes	No
a.	Do you intend to FULLY implement them?		

If 'Yes' please go to Question 11D – if 'No' read the note below

Use the table below (11C.b1) to enter details of the first Universal Reform you listed in 11A.c (p9) that you do NOT intend to fully implement.

11C.b1

	Which was the first of the Universal Reforms you listed in 11A.c on Page 9 you have NOT implemented?		
b1.	Do you intend to PARTLY implement them?	Yes	No
	If 'Yes' please go direct to Question e1. – if 'No' continue to next question (c1)		
c1.	Why do you NOT intend to implement them?		
d1.	What caused you MOST difficulties? Please also say why		

(go to next page if you completed c1 and d1)

e1.	Why do you NOT intend to implement them fully?	
f1.	What caused MOST difficulties? Please also say why	
g1.	What caused LEAST difficulties? Please also say why	

<div align="center">NOTE

*If you listed **more than two** Universal Reforms in 11A.c on Page 9 you do NOT intend to fully implement, photocopy this page as many times as you need before completing it*</div>

11C.b2: (If you answered NO to 11C.a on Page 12)

Which was the [second] .... of the Universal Reforms you listed in 11A.c on Page 9 you have NOT implemented?			
b[2]....	Do you intend to PARTLY implement them? *If 'Yes' please go to Question e[2]. – if 'No' continue to next question(c[2])*	Yes	No
c[2]....	Why do you NOT intend to implement them?		
d[2]....	What caused MOST difficulties? Please also say why		

(go to next page if you completed c[2] and d[1])

e[2]....	Why do you NOT intend to implement them fully?
f[2]....	What caused MOST difficulties? Please also say why
g[2]....	What caused LEAST difficulties? Please also say why

		Yes	No
11D	When, adopting *ANY OTHER* (non Universal) HRM systems did you **deliberately** consider their suitability for use in an Arab/ Islamic state?		

If 'yes', please go to 11E. If 'No' please go to Question 12A on the Last Page

11E. Which HRM systems did you REJECT as unsuitable (if any)
You may tick more than one in the list a-i

a.	Personnel Management Systems *(list by codes given in Question 8A on page 4 - e.g. 8Aa, 8Ad)*	
	Why did you reject them	
	What aspects caused you greatest difficulty?	

b.	Organisational Design and Development *(list by codes given in Question 8B on page 4 - e.g. 8Ba, 8Bd)*	
	Why did you reject them	
	What aspects caused you greatest difficulty?	

| c. | Employee Resourcing | |
| | *(list by codes given in Question 8C on page 5 - e.g. 8Ca, 8Cd)* | |

	Why did you reject them	
	What aspects caused you greatest difficulty?	

| d. | Learning and Employee Development | |
| | *(list by codes given in Question 8D on page 5 - e.g. 8Da, 8Dd)* | |

	Why did you reject them	
	What aspects caused you greatest difficulty?	

| e. | Reward Management | |
| | *(list by codes given in Question 8E on page 5 - e.g. 8Ea, 8Ed)* | |

	Why did you reject them	
	What aspects caused you greatest difficulty?	

f.	Performance Management	
	(list by codes given in Question 8F on page 5 - e.g. 8Fa, 8Fd)	
	Why did you reject them	
	What aspects caused you greatest difficulty?	

g.	Strategic HRM	
	(list by codes given in Question 8G on page 6 - e.g. 8Ga, 8Gd)	
	Why did you reject them	
	What aspects caused you greatest difficulty?	

h.	Employee Relations Management	
	(list by codes given in Question 8H on page 6 - e.g. 8Ha, 8Hd)	
	Why did you reject them	
	What aspects caused you greatest difficulty?	

i.	Health & Safety and Wellbeing of Employees	
	(list by codes given in Question 8I on page 6 - e.g. 8Ia, 8Id)	
	Why did you reject them	
	What aspects caused you greatest difficulty?	

11F. Except those required by Qatari law *(under UNIVERSAL REFORMS)*, which <u>other</u> HRM systems did you adopt but <u>DELIBERATELY</u> MODIFY to suit local practice?

You may tick more than one

a.	Personnel Management Systems
	(list by codes given in Question 8A on page 4 - e.g. 8Aa, 8Ad)
b.	Organisational Design and Development
	(list by codes given in Question 8B on page 4 - e.g. 8Ba, 8Bd)
c.	Employee Resourcing
	(list by codes given in Question 8C on page 5 - e.g. 8Ca, 8Cd)
d.	Learning and Employee Development
	(list by codes given in Question 8D on page 5 - e.g. 8Da, 8Dd)
e.	Reward Management
	(list by codes given in Question 8E on page 5 - e.g. 8Ea, 8Ed)
f.	Performance Management
	(list by codes given in Question 8F on page 5 - e.g. 8Fa, 8Fd)
g.	Strategic HRM
	(list by codes given in Question 8G on page 6 - e.g. 8Ga, 8Gd)
h.	Employee Relations Management
	(list by codes given in Question 8H on page 6 - e.g. 8Ha, 8Hd)
i	Health & Safety and Wellbeing of Employees
	(list by codes given in Question 8I on page 6 - e.g. 8Ia, 8Id)

If you completed any parts of Question 11F, please go to next page.

If NOT please go direct to Question 12A on the last page

11G. *The next tables ask you which systems you modified and why. These refer to the systems you listed in Question 11F on Page 17. Please complete one table for every system you DELIBERATELY MODIFIED to better fit Qatari needs*

What was the first System you MODIFIED?	
b1.	Why did you MODIFY it?
c1.	What caused MOST difficulties? Please also say why
d1.	What caused LEAST difficulties? Please also say why

If more than one HRM system modified, complete the table below.
If not, go direct to Question 12A on last page

What was the second System you MODIFIED?	
b2.	Why did you MODIFY it?
c2.	What caused MOST difficulties? Please also say why
d2	What caused LEAST difficulties? Please also say why

NOTE

*If you listed **more than four** MODIFIFIED SYSTEMS in 11F on Page 17 photocopy this page as many times as you need before completing it*

If another HRM systems modified, complete the table below.
If not, go direct to Question 12A on last page

What was the [third] …………. System you MODIFIED?	
b[3]….	Why did you MODIFY it?
c[3]….	What caused MOST difficulties? Please also say why
d[3]….	What caused LEAST difficulties? Please also say why

If another HRM systems modified, complete the table below.
If not, go direct to Question 12A on last page

What was the [fourth] …………. System you MODIFIED?	
b[4]….	Why did you MODIFY it?
c[4]….	What caused MOST difficulties? Please also say why
d[4]….	What caused LEAST difficulties? Please also say why

12. THE REFORM PROCESS

12A Time – When were any reforms introduced?

You may tick more than one   Tick

a.	When the Law required change	
b.	From the creation of the Ministry	
c.	As part of a planned long-term series of changes	
d.	Because of the Qatar National Vision 2030	
e.	Because of the Capacity Building Initiative	
f.	As part of the evolution of the HRM System	
g.	Only when decided by Executive Managers / Ministers	
h.	Changes are still taking places	
i.	No changes have taken place	

12B How – How were any reforms introduced?

You may tick more than one   Tick

a.	By a formal change process involving all employees and managers	
b.	By a formal change process involving managers	
c.	There was no special process but all employees and managers were informed	
d.	There was no special process but all managers were informed	
e.	There was no special process – changes were simply introduced	
f.	HR managers received training because of decisions made (only) in this Ministry	
g.	HR managers received training under the Capacity Building Initiative	
h.	HR managers received training from the Institute of Administrative Development	
i.	Line Managers received training because of decisions made (only) in this Ministry	
j.	Line Managers received training under the Capacity Building Initiative	
k.	Line Managers received training from the Institute of Administrative Development	