

Appendix 3: Questionnaire B

1. WHAT DO YOU THINK ARE THE MAIN REASONS QATAR INTRODUCED HUMAN RESOURCE MANAGEMENT (HRM) IMPROVEMENTS AND REFORMS INTO CIVIL SERVICE ORGANISATIONS?

You may tick more than one

Tick

a.	To improve efficiency and effectiveness	<input type="checkbox"/>
b.	To improve service and commitment to the public	<input type="checkbox"/>
c.	To serve the needs of policy makers better	<input type="checkbox"/>
d.	To serve the needs of employees better	<input type="checkbox"/>
e.	To make people easier to manage	<input type="checkbox"/>
f.	To create the same system in every Ministry	<input type="checkbox"/>
g.	To ensure the future strategic needs of public services	<input type="checkbox"/>
h.	To give greater functional flexibility	<input type="checkbox"/>
i.	Because people are the most important asset of any organisation	<input type="checkbox"/>
j.	To improve governance systems	<input type="checkbox"/>
k.	To align with other governments' practices worldwide	<input type="checkbox"/>

l. Some other reason (*please state*)

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NOTE

In Sections 2, 3 and 4, I would like you to think about the CURRENT systems of human resources systems and recent improvements and reforms. In other words, I am interested in how good you think the OUTCOMES of Human Resources Management systems are from your point of view, **today** - not the way you think they should be.

There are no right or wrong answers, and answers don't indicate goodness or badness of the Ministry or the Human Resources Management function.

Please respond to the questions by circling the number that most closely represents your observations about your organization.

INSTRUCTIONS

The next group of questions ask your opinion on a range of issues.

Please answer EVERY question

Each gives a series of choices in answer to a statement

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

Please circle the choice that best represents your opinion.

So, for example in the case of the next question

2A. I believe this Ministry is in a good position to achieve its stated goals through its people

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

So, if you believe the Ministry is NOT in a very good position, circle 6

If for any statement you do not know or have no opinion, circle 4

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

END OF INSTRUCTIONS

2. THE WAY EVERYDAY OPERATIONS ARE IN YOUR MINISTRY, TODAY

2A. I believe this Ministry is in a good position to achieve its stated goals through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
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1	2	3	4	5	6	7
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2B. I believe this Ministry uses all of its people to achieve the most effective use of its resources

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
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1	2	3	4	5	6	7
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2C. I believe this Ministry achieves excellent service and commitment to the public through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
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1	2	3	4	5	6	7
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2D. I believe this Ministry achieves excellent commitment to the State and its policy makers through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
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1	2	3	4	5	6	7
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2E. I believe this Ministry achieves excellent commitment to employees through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
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1	2	3	4	5	6	7
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2F. I believe this Ministry achieves excellent service and commitment to external organisations through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
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1	2	3	4	5	6	7
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2G. I believe this Ministry is capable of quickly executing the instructions of senior managers and executives.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
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1	2	3	4	5	6	7
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2H. I believe this Ministry can quickly respond to external needs and demands on its functions whatever they may be.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3. THE WAY HR SYSTEMS WORK TODAY FOR EVERYDAY OPERATIONS FROM YOUR PERSPECTIVE

3A. I believe the administration of people in this Ministry meets my specific needs

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3B. I believe that systems are equally fair to all employees, no matter what their gender or nationality.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3C. I believe we properly understand the skills, competence and potential of all employees.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3D. I believe that we properly understand the work content of every job and the characteristics of every person needed to do it.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3E. I believe the recruitment system always gets the best person for the job.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3F. I believe we manage the talent we have in this Ministry well, and suitably help develop the careers of those employees with most long-term capability.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3G. I believe the education and training programmes given to employees meet the exact needs of this Ministry

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3H. I believe pay and reward systems, including the way increases are awarded are fair to all employees in this Ministry.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3I. I believe pay and reward systems in this Ministry are fair in comparison with those available in the private sector.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3J. I believe pay and rewards in this Ministry properly recognise the most capable

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3K. I believe pay and rewards in this Ministry are able to attract and retain the best employees

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3L. I believe the systems in place in this Ministry are capable of properly assessing the performance of employees generally

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3M. I believe the systems in place in this Ministry are capable of improving the performance of employees generally

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3N. I believe the systems in place in this Ministry are capable of properly assessing and improving the performance of managers and executives.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3O. I believe the systems in place in this Ministry are effective for negotiating the terms and conditions of employment and resolving conflicts between this Ministry and its employees.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3P. I believe information and communication systems with all employees are excellent in this Ministry.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

3Q. I believe this Ministry has excellent systems for looking after the balance between work and family life for all its employees, both male and female.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

4. HRM SYSTEMS AND QATARI CULTURE, IN OPERATION TODAY

4A. I believe HR management systems in this Ministry completely respect Qatar's national and working culture.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

4B. I believe the HR Management systems in this Ministry reflect Western-style working practices

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

5. RELATIONSHIP BETWEEN HR MANAGEMENT AND THIS MINISTRY'S CORPORATE STRATEGY

5A.HUMAN RESOURCES STRATEGY

Tick **only one**

		Yes
a.	I have seen a separate Human Resources Strategy document <i>If 'yes' please also answer questions in section 5B. below</i>	<input type="checkbox"/>
b.	I DO believe a separate Human Resources Strategy document exists but I have not seen it. <i>If 'yes' please go directly to 5C. below</i>	<input type="checkbox"/>
c.	I do NOT believe there is a separate Human Resources Strategy <i>If 'yes' please go directly to 5C. below</i>	<input type="checkbox"/>

5B. Answer only if you have said 'YES' to Question 5A (then go on to 5C)

I believe the Human Resources Strategy is properly integrated with, and reflects this Ministry's Corporate Strategy.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree	Don't Know
1	2	3	4	5	6	7	8

5C. All participants

I believe the Human Resources Management Systems will enable this Ministry to fully meet its long-term strategic objectives

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree	Don't Know
1	2	3	4	5	6	7	8

6. THE WAY HR SYSTEMS **SHOULD** WORK FROM YOUR PERSPECTIVE

In Sections 6, I would like you to think about the FUTURE systems of human resources systems. In other words, I am interested in how good you think the OUTCOMES of Human Resources Management systems should be from your point of view.

Again, there are no right or wrong answers, and answers don't indicate goodness or badness of the organization or the Human Resources Management function.

6A. I believe this Ministry should always be in good position to achieve its stated goals through its people whatever new circumstances arise.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6B. I believe this Ministry should use all its people to achieve the most effective use of its resources

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6C. I believe this Ministry should achieve even better service and commitment to the public through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6D. I believe this Ministry should achieve even better commitment to the State and its policy makers through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6E. I believe this Ministry should achieve even better commitment to employees through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6F. I believe this Ministry should achieve even better service and commitment to external organisations through its people.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6G. I believe this Ministry should be more capable of quickly executing the instructions of senior managers and executives.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6H. I believe this Ministry should be able to more quickly respond to external needs and demands on its functions whatever they may be.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6I. I believe HR management systems in this Ministry should completely respect Qatar's national and working culture.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

6J. I believe the Human Resources Strategy should be properly integrated with, and reflect this Ministry's future Corporate Strategy.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

7. MANAGEMENT AND LEADERSHIP STYLES

Human Resources Management Systems are not the only factor affecting how employees act in an organisation. Leaders and Managers also have a strong effect. This section aims to measure how different leadership styles are between each Ministry.

Again, there are no right or wrong answers, and answers don't indicate goodness or badness of the organization or its management function – just the difference.

7A. My main role is to produce order, consistency and predictability. I plan and budget to decide actions and timetables and allocate resources. I organise and decide structures, allocate people to do particular jobs, develop policies and procedures and monitor progress. My job is problem solving and I take corrective action when results do not match the plan for the Ministry.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

7B. My main role is to produce positive and sometimes dramatic change. I establish direction, create a vision of the future, and develop strategies for change to achieve the goals of the Ministry. I communicate the vision and strategy for the organisation, and create teams and an organisational culture that supports my vision. An important role is to encourage people to overcome obstacles, and to satisfy human needs inside and outside the Ministry.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

LEADERSHIP STYLE

7C. I tell my subordinates how to carry out their work. I sometimes criticise them for reasons not connected directly to their ability to do their job.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

7D. I establish goals and expect subordinates to reach them. I offer rewards for success, I recognise good work but criticise poor performance.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

7E. I provide a sense of purpose and direction, and motivate subordinates to perform beyond their capability.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

7F. I encourage subordinates to be self-critical, to set their own goals, to solve their own problems and judge their own performance.

Strongly Agree			Neither Agree Nor Disagree			Strongly Disagree
1	2	3	4	5	6	7

8. INFORMATION FACTORS

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.

8A. Have you read the Qatar National Vision 2030

Yes/No

If YES please go to next Question. Otherwise go to Question 8F

8B. 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 8D

8C. Has QNV 2030 been sent to all members of staff in this Ministry

Yes/No/Don't Know

8D. Have you translated QNV 2030 into specific goals for your Ministry /Department, and communicated these to subordinates?

Yes/No

8E. 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

8F. Are you aware of the CBI?

Yes/No

If YES please go to next Question. Otherwise go to Question 9

8G. Have you been told about CBI in detail?

Yes/No

If YES please go to next Question. Otherwise go to Question 9

8H. 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 8I

8I. Which current CBI Initiatives?

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8J. Do you know of any future plans to take (further) part in the Capacity Building Initiative?

Yes/No/Don't Know

8K. Which future CBI Initiatives?

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9. ORGANISATIONAL FACTORS

Consider recent reforms to human resources management systems in the ministry, especially the changes required under new Human Resources Management Laws (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). Have any factors influenced the success or failure of reform efforts?

9A. No special factors make this Ministry different from other Ministries. The type of people we employ and way we work, are the same in all Ministries

Strongly
Agree

Neither
Agree Nor
Disagree

Strongly
Disagree

1

2

3

4

5

6

7

9B. Factors in this Ministry that have made HRM reform efforts especially successful are:

For example you might say: experience, training, leadership and then give more details of each

9C. Factors in this Ministry that have made HRM reform efforts especially difficult are:

For example you might say: not enough training, the purpose of the reform was not clear - and then give more details of each.



END