



Applicants' Guide No. 2

## Applying to the Award

غرفة أبوظبي  
ABU DHABI CHAMBER

Sheikh Khalifa Excellence Award (SKEA)

SKEA E.A. / 1R

1<sup>st</sup> Run - 2016

Publisher: Abu Dhabi Chamber of Commerce & Industry (ADCCI)

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**EFQM**   
Shares what works.

This guide is based on the European Foundation for Quality Management (EFQM) Model 2013. SKEA acknowledges that the EFQM Excellence Model is the sole property of the EFQM.

This guide is extracted from EFQM publications, which SKEA has prepared to help spread awareness and encourage implementation.

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# Categories of the Award

There are four categories in which the SKEA is given:

## ★ ★ 1. The Sheikh Khalifa Excellence Award – Diamond Category

This Award is presented to organizations which have been previously winners of the Sheikh Khalifa Excellence Award – Gold Category – based upon the recommendation of the Jury that the organization demonstrated a clear evidence of continuous improvement over their past performance.

## ★ ★ 2. The Sheikh Khalifa Excellence Award – Gold Category

This Award is presented to organizations which demonstrate tangible sustained improvements over the last 3 years.

## ★ ★ 3. The Sheikh Khalifa Excellence Award – Silver Category

This Award is presented to organizations which demonstrate good performance over the last 3 years.

## ★ ★ 4. The Sheikh Khalifa Excellence Award – Appreciation Certificate

This certificate is offered as a recognition and appreciation for organizations which demonstrate strong commitment to Excellence and commenced their journey.

Sectors in which the Sheikh Khalifa Excellence Award is offered:

Applicants to the Sheikh Khalifa Excellence Award are drawn from all sectors of the economy as follows:

- ★ Manufacturing Sector
- ★ Services Sector
- ★ Trade Sector
- ★ Professional Sector
- ★ Construction Sector
- ★ Financial Sector
- ★ Tourism Sector
- ★ Health Sector

# Applying to the Award

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## Confidentiality and Propriety

All information and materials associated with an organization's submission for the Sheikh Khalifa Excellence Award will be handled in strict confidence and will not be viewed by, or shared with, any individual or entity not directly involved with the award assessment process. Moreover, all assessors and individuals associated with the assessment process will sign a non-disclosure agreement signifying their confidential treatment of all information and all materials involved.

Applying organizations are required to notify the Sheikh Khalifa Excellence Award Office of any potential conflict of interest between them and anyone involved in making decisions on their Award application. This might arise if, for example, a member of the assessor team had a commercial interest in the organization, was a supplier, or worked for a direct competitor. These examples are not exclusive, and any situation that might cause the assessment to be biased must be reported to the Sheikh Khalifa Excellence Award Office immediately.

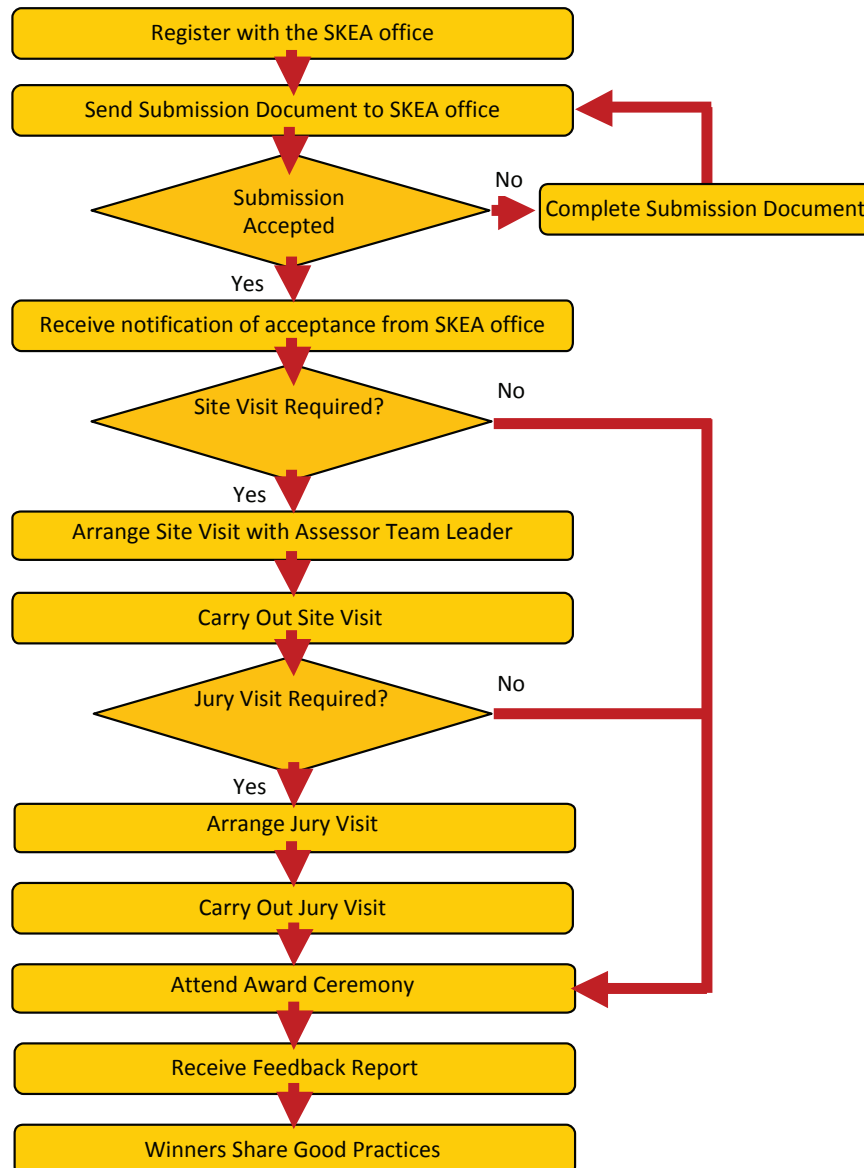
Similarly, applying organizations are required to follow all Award procedures strictly, and must not attempt to influence Award decisions in any other way. Any organization that attempts to influence Award decisions improperly will immediately be disqualified from receiving any Award or Prize.

## Enquiries

All enquiries about any part of the Award process should be directed to the Sheikh Khalifa Excellence Award Office. Assessors are not expected to deal with general questions about the Award.

# The Applications Process

This flowchart summarizes the basic steps which organizations will go through when they apply for the Sheikh Khalifa Excellence Award.





# Management (Submission) Document

The Management (Submission) document consists of the following parts:

- |                           |  |
|---------------------------|--|
| <b>1. Key Information</b> | <b>3. Results Section</b>                  |
| <b>2. Enabler Section</b> | <b>4. Miscellaneous Section (Optional)</b> |

## ★ ★ 1. Key Information: Strategy Plan (5 – 10 pages)

This summarizes the organization's operating environment, structure, stakeholders and strategic objectives; and contains:

- |                               |                                    |
|-------------------------------|------------------------------------|
| ★ Facts & Figures             | ★ Markets, Offerings & Customers   |
| ★ History & some achievements | ★ Operations, Partners & Suppliers |
| ★ Challenges & strategy       | ★ Management Structure             |

## ★ ★ 2. Enabler Section: Process Model (15 – 20 pages)

This describes the key approaches the organization has adopted to achieve the strategic objectives; and contains for each enabler (criterion 1 through 5):

- ★ One page overview
- ★ Enabler Map

## ★ ★ 3. Results Section: Scorecard (10 – 15 pages)

This gives an overview of the key results the organization has achieved, showing how effectively they are progressing towards their strategic goals; and contains for each result (criterion 6 through 9):

- ★ One page overview
- ★ Pages (2) of graphs, with explanation included

## ★ ★ 4. Miscellaneous Section: (2-5 pages)

This provides explanation and clarification to the submission and may contain:

- ★ Glossary of abbreviations & terms
- ★ Criterion owners /mentors etc.

# Format and Style

Your submission document must conform to a standard format, described below. Submissions that do not match this format may either be returned for amendment by the Sheikh Khalifa Excellence Award Office, or may be rejected without being passed to assessors (in which case your organization will receive no feedback report).

No. of copies	5 copies	
Format	Digital (pdf) – One file	
Media	<ul style="list-style-type: none"> <li>★ Compact Disc (CD)</li> <li>★ Flash Disk (USB Memory Stick)</li> </ul>	
No. of pages	50 pages maximum (Does not include cover page and separators)	
	<ul style="list-style-type: none"> <li>★ Key Information</li> <li>★ Enabler Section</li> <li>★ Results Section</li> <li>★ Miscellaneous Section (Optional)</li> </ul>	05 – 10 pages 15 – 20 pages 10 – 15 pages 02 – 05 pages
Page size	A4	
Language	Arabic or English	
Page orientation	Portrait	
Page columns	One or Two	
Font	Times New Roman	
Font size	12	
Paragraph Spacing	Single	

The submission may include any graphs, diagrams and pictures that you wish, but these must be contained within the prescribed submission length.

# Site Visit

The purpose of a site visit is to enable the Assessor Team to verify information in the submission, and obtain further clarification where appropriate, in order to make a more accurate assessment of the organisation against the Sheikh Khalifa Excellence Award.

The assessment cannot be completed without a site visit; and if for any reason it may not be possible to carry out the site visit, the applicant will be rejected and will not receive a feedback report.

The Sheikh Khalifa Excellence Award Office, or the Assessor Team Leader, will notify the applicant of the site visit. The schedule and particulars of the site visit will be agreed between the Assessor Team Leader and the applicants' coordinator.

## **The Site Visit will include:**

- ★ How long the site visit is expected to last (normally one to two days)
- ★ Which premises (if the organisation has more than one) the assessors will visit
- ★ Which individuals and groups the assessors wish to see, and roughly how long each interview is expected to last
- ★ What documents the assessors wish to inspect
- ★ Any other requirements which the assessor team may have
- ★ The Assessor Team Leader assessor may also inform what broad subject areas the assessors wish to discuss with individuals or groups, but will not give specific questions in advance.
- ★ Coffee, lunch and prayer breaks and to have discussions amongst the assessor team.

It may be necessary to make some amendments to the agreed schedule during the course of the visit. Flexibility of this kind is acceptable, although any changes must be agreed with the Assessor Team Leader, and must still enable the assessor team to obtain the information they require.

## **Normally, the site visit will include discussion sessions with:**

- ★ The Chief Executive Officer and other members of the senior management team
- ★ The nominated representative and others involved in writing the submission document
- ★ Senior managers responsible for various specialist functions or areas of the business
- ★ A cross-section of other employees, in groups
- ★ If a key individual will not be available at any time during the site visit, the applicant should propose a suitable deputy who can provide the assessor team with the information they require.

During the site visit, your organization can submit new information to the assessors (in addition to those provided in the submission) provided that:

- ★ It meets the assessors' requests for clarification or verification of the submission document
- ★ It provides updated information on strategies, activities on initiatives mentioned in the Enabler criteria of the submission document
- ★ It gives updated results data on performance measures which are referred to in the Results criteria of the submission document

The organization is expected to make necessary arrangements for:

- ★ Parking spaces for the assessor team.
- ★ Security passes / access cards.
- ★ A meeting room to view evidence and conduct assessor team meetings.

The organization should treat the assessors with normal courtesy and hospitality during their visit, and this includes providing refreshments at appropriate times. It is also acceptable to invite the assessors to a restaurant meal if the visit last one day or more. Treatment of the assessors must not however extend to anything that might be construed as a gift or an attempt to influence their opinion. The value of the Sheikh Khalifa Excellence Award lies in receiving honest and objective feedback on your organization, and assessors must be allowed to gather accurate information and form a balanced assessment, judged purely against the Sheikh Khalifa Excellence Award Model criteria.

Assessors will show respect to everyone in your organization, regardless of gender, nationality or ethnic origin. You are similarly asked to treat all assessors with respect, whatever their background.

The assessors will not disclose any of their findings or scores to you at any stage during the site visit, including the closing meeting. This is because all conclusions must be reviewed by the Jury before any feedback can be given.

## Jury Visit (Calibration)

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The Award process allows for the possibility of a second site visit, this time made by members of the Jury. This will be very exceptional, and will only be made if the Jury decide they need further information on specific issues, or to decide between very close contenders for the Award.

Because of its specialized nature, there is no prescribed format for a Jury visit. If a Jury visit is required, the Sheikh Khalifa Excellence Award Office will contact the applicants to make all the necessary arrangements.

# Feedback Report

Applicants will only receive the feedback report after the Award ceremony. The purpose of this is to minimize the information released in advance of the ceremony, where award winners and prizewinners will be announced. It is possible however that the Sheikh Khalifa Excellence Award Office may contact some organizations shortly before the ceremony, in order to ask them to prepare some publicity material.

The benefit of the feedback report is that it gives an unbiased viewpoint from experienced assessors on the organization's system, activities and culture. As it is a scoring against the Sheikh Khalifa excellence model, it is also beneficial to benchmark the organization on its journey to world class.

The feedback report is also a useful reference, but it cannot be used as an alternative to an organizations' own improvement plan. Rather, it is an input to these plans. The next assessment will take into account the plans an organization has made, and will consider how far it has progressed towards achieving the plans. As a self analysis in the basis of the approach it is imperative that organizations' own plans are used for future improvement.

The feedback report will normally, with the organization's existing plan, give many ideas for continuous improvements, regardless of the quality development stage in the organization. By working through it and the plan, it can help develop the people, processes and results of the organization. As the process will be on a rolling basis, the report and plans will be of great benefit at each submission for the award.

The feedback report should become a part of the improvement cycle. This means that there is a loop of learning that can use all past improvement plans as a reference and measure in order to constantly develop Excellence throughout the organization.

Overall, the most significant benefit of the award process is the feedback report. One CEO of a well-known Quality award winner internationally described his feedback report as "the best value consultancy we have ever had".

# Award Logo

Winners of Sheikh Khalifa Excellence Award (Diamond, Gold and Silver) categories can benefit from the branding privileges and the display of special logos designed to distinguish the winners in each category. The award logos may be used by winners on their stationery and marketing collaterals for a maximum period of three years, after which the organization is expected to reapply for the award.



The Logo may not be used by recipients of the Quality Appreciation Certificate.

# Appendix 1

## ★ ★ ★ Enablers' Section: Enabler Maps

### Example

Ref	Approach	Description	Assess & Refine	Links & Results	Evidences
3b1	Personal Development Plans	Where relevant, employees have a Personal Development Plan, detailing the agreed training and development needs. This is completed annually as part of the appraisal process.	Annually we assess the effectiveness of the approach by evaluating the improvement in the employees' performance (through the appraisal process). We refined the approach this year to be for 3 years instead of yearly.	Employee Appraisals (3b2), ES – Personal Development (7a5), Training Days (7b2)	Personal Development Plans
3b2					
3b3					
3c1					
3b2					
3b3					
3c1					

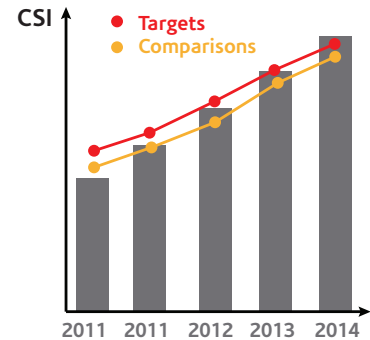
### Legend

Heading	Content
Reference Code	Establishes the link to the EFQM Model criteria.
Approach Title	Agree the approach that you have within your organization that best fits the criteria guidance point.
Objective	Describe here the result that you are trying to achieve through the approach. This can include reference to relevant strategic targets.
Description	Describe, in a couple of brief sentences, how the approach works within your organization. You should focus on the key aspects of the approach and deployment only; you don't need to go into detail here.
Assess & Refine	Describe how you measure, review and refine the effectiveness and efficiency of the approach and deployment.
Links & Results	Indicate the links using the reference numbers for approaches and / or the name of relevant results. You can make these both forwards and backwards in the document. For example, you can link the personal objectives setting approach to the performance appraisal approach and on to a relevant question in your employee survey.
Evidence Available On-Site	Note here what supporting evidence, such as reports or documents, are available to explain the approach in more detail.

## ★ Results' Section

General notes:

- ★ Identify & Show the Key Results that you should monitor to manage the business (Scope)
- ★ Segment Results as appropriate to manage the business (Segmentation)
- ★ Don't put in Enabler information (e.g. often done for Society Results)
- ★ Make sure the data is timely & reliable (Integrity)
- ★ Show trends over time



Are the Trends positive, & if not, why & what are you doing about it?

- ★ Specify and rationalise Targets
- ★ Show and rationalise External comparisons
- ★ Based on what you show, would you have Confidence that Cause & Effect is understood, so performance should be sustained?

### Example





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