

**A FRAMEWORK FOR THE IMPLEMENTATION OF TOTAL
QUALITY MANAGEMENT IN THE SOUTH AFRICAN AIR FORCE**

QUESTIONNAIRE ONE

BIOGRAPHICAL INFORMATION

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Please provide the information required by marking the applicable block with a cross (X).

Management level

For office use

1. Top management (Lt Col to Brig Gen)		2. Middle management (WO2 to Maj)		3. Worker (subordinate) ⁱ (PSAP, Amn to F Sgt)		<input type="checkbox"/>	1
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Qualifications

1. Grd 10 - 11		2. Grd 12		3. Grd 12 +1, 2 up to 3 years or Diploma (3 years)		4. Degree	<input type="checkbox"/>	2
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Your Rank

1. PSAP	2. Amn	3. L Cpl	4. Cpl	5. Sgt	<input type="checkbox"/>	<input type="checkbox"/>	3-4
6. F Sgt	7. WO2	8. WO1	9. 2 Lt	10. Lt			
11. Capt	12. Maj	13. Lt Col	14. Col	15. Brig Gen			

Name of air force base

1. Bloemspruit	2. Durban	3. Hoedspruit	<input type="checkbox"/>	5
4. Langebaanweg	5. Louis Trichardt	6. Overberg		
7. Waterkloof	8. Ysterplaat			

Functional Group (Mustering)

1. Intelligence	2. Operations	3. Supply Support	<input type="checkbox"/>	6
4. Technical	5. Engineering	6. Security		
7. Fire Brigade	8. Finances	9. Human Resources		

Number of service years in SA Air Force

1. Less than 2 years	2. 2 – 5 years	3. 6 – 10 years	4. More than 10 years	<input type="checkbox"/>	7
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Number of service years at your air force base

1. Less than 2 years	2. 2 – 5 years	3. 6 – 10 years	4. More than 10 years	<input type="checkbox"/>	8
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Gender

1. Male		2. Female		<input type="checkbox"/>	9
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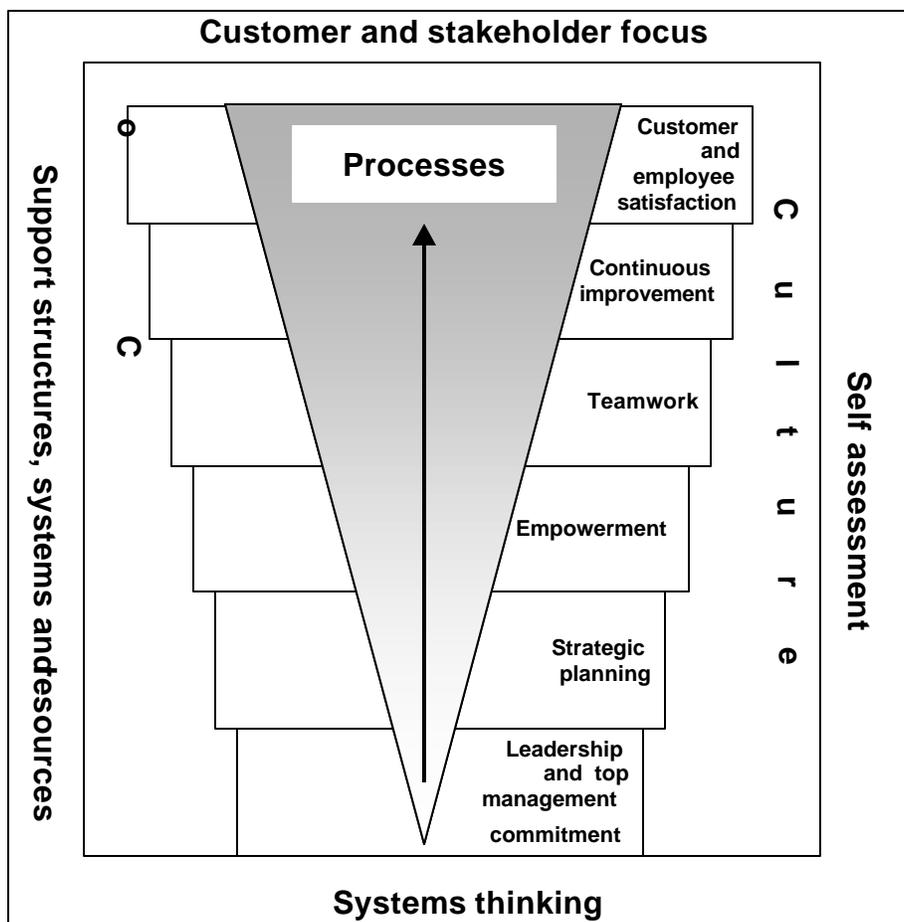
¹ For the purpose of this thesis the focus will be on top management, middle management and the workers. In the empirical analysis the category of workers (subordinates) include both the low level managers and the operational workers – who do not occupy management positions.

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QUESTIONNAIRE TWO

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The following two definitions of Total Quality Management may be helpful when answering subsequent sections:

Jones (1994: 98) defines Total Quality Management as a strategy to improve institutional performance, firstly, by the commitment of all employees to satisfy the needs of customers as agreed upon at the lowest cost possible; and secondly, by the continuous improvement of products and services, institutional processes and employee involvement.

According to Kreiner and Kinicki (1998: 14) Total Quality Management is an aid to direct and support the resources of an institution as an integrated system by implementing continuous process improvement that will exceed the expectations of the customer.

Below you will find certain statements with which you may or may not agree. By using a 5-point Likert scale, please indicate how you feel by making a cross (X) in one of the blocks provided at each statement. For example, two (2) indicates that you feel that the statement is not true at all (does not agree at all), while five (5) indicates that you feel that the statement is absolutely true (fully agree).

Do not know	Not true at all	Slightly true	True in most cases	Absolutely true
1	2	3	4	5

You will find that many of the statements are strongly worded. This is to help you decide to what degree you either agree or disagree. Please read all statements very carefully. Answer all questions based on your current feelings.

SECTION A: THE COMMITMENT OF LEADERSHIP AND TOP MANAGEMENT

The following questions evaluate the effect of your air force base's leadership and commitment. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

Leadership is a social influence process in which the leader tries to obtain the voluntary participation of team members in an effort to reach institutional objectives (Kreitner and Kinicki 1998:516).

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
A1. Top/middle management takes the lead in the Total Quality Management effort and has not delegated the responsibility to a personnel member or consultant.						<input type="checkbox"/> 10
A2. Top/middle management is committed to Total Quality Management at all levels (both at an intellectual and emotional level).						<input type="checkbox"/> 11
A3. Top/middle management demonstrates leadership and commitment to Total Quality Management in the amount of time they spent with customers, suppliers, employees and external bases/community.						<input type="checkbox"/> 12
A4. Top management clearly defines the base's quality goals.						<input type="checkbox"/> 13
A5. Top management promotes a quality culture within the base.						<input type="checkbox"/> 14
A6. Top/middle management is personally involved through participation in occupational health and safety, safety inspections, audits, accident reports, safety meetings and personal discussions in order to form a direct and independent opinion of the Total Quality Management philosophy to project the need for continuous improvement to other personnel members.						<input type="checkbox"/> 15
A7. Total Quality Management is the process and manner according to which the base is managed and directed on a daily basis.						<input type="checkbox"/> 16
A8. Top/middle management encourages employees to accept ownership of problems or opportunities in their place of work and to act pro-actively with regard to the implementation of improvements.						<input type="checkbox"/> 17
A9. Outside the base, top/middle management is recognised as leaders with regard to the implementation and promotion of quality.						<input type="checkbox"/> 18
A10. The implementation of Total Quality Management is the responsibility of both management and employees.						<input type="checkbox"/> 19
A11. Top management establishes goals and systems to enhance customer satisfaction.						<input type="checkbox"/> 20

SECTION B: STRATEGIC PLANNING

The following questions evaluate the effect of the *strategic planning* of your air force base's superiors with regard to Total Quality Management. (KINDLY INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

The purpose of strategic planning is to establish the direction and course of the institution. Strategic planning is the formalised, long-range planning process used to define and achieve institutional goals (Hradesky 1995:15). According to Tearle (1999:1) strategic planning is simply to positioning an organization to be successful within the future.

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
B1. Total Quality Management forms the basis of the base's strategy with the focus on customer service and continuous improvement.						<input type="checkbox"/> 21
B2. Top/middle management has developed a clear and effective strategy, supported by a clear vision, mission and values to mobilise Total Quality Management within the base.						<input type="checkbox"/> 22
B3. Total Quality Management is fully integrated into the base's strategy (vision, mission, values and ideologies) and work processes.						<input type="checkbox"/> 23
B4. Our mission statement has incorporated innovative strategies in order to focus on a philosophy of Total Quality improvement.						<input type="checkbox"/> 24
B5. Based on the base's strategy, a hierarchy of committees has been established that are responsible for the implementation of Total Quality Management.						<input type="checkbox"/> 25
B6. There is a clear relationship between our base's long-term objectives and the Total Quality Management strategy.						<input type="checkbox"/> 26
B7. Our base has developed a detailed long-term plan to implement Total Quality Management.						<input type="checkbox"/> 27
B8. Total Quality Management has been implemented in all supporting functions, such as finances, human resources, information and base support.						<input type="checkbox"/> 28
B9. Top/middle management did thorough planning to make provision for possible deviations from planned objectives.						<input type="checkbox"/> 29
B10. The base's objectives are linked to customer satisfaction and world-class quality standards.						<input type="checkbox"/> 30
B11. Employees ² understand the interface between their tasks and the strategic plans and objectives of the base.						<input type="checkbox"/> 31
B12. The suppliers, customers and employees of the base are all involved in quality improvement programmes.						<input type="checkbox"/> 32
B13. Total Quality Management has been implemented in all work areas and management principles.						<input type="checkbox"/> 33

² For the purpose of this thesis, employees means all ranks from Amn to Brig Gen.

SECTION C: EMPOWERMENT

The following questions evaluate the effect of your air force base's *empowerment* of employees (that is being given ownership and responsibility for processes). (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

According to Hradesky (1995:159) empowerment means that all employees feel they have the responsibility and authority to participate in decision-making and problem solving in their appropriate operating levels. He further defines that an empowered workforce as the extent to which people and teams feel they have the responsibility, authority, and resources to take action.

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
C1. All employees at the base understand the Total Quality Management philosophy.						<input type="checkbox"/> 34
C2. Acceptance of the principles of Total Quality Management at the base depends on leadership, knowledge, experience and level of adaptability of top management.						<input type="checkbox"/> 35
C3. Base personnel have been empowered (that is being given ownership and responsibility for processes) to reach their full potential.						<input type="checkbox"/> 36
C4. Employees at the base are encouraged to deliver products/services of high quality.						<input type="checkbox"/> 37
C5. My senior supports me in achieving objectives.						<input type="checkbox"/> 38
C6. Recognition and encouragement are given to personnel at the base for efforts directed at quality improvement.						<input type="checkbox"/> 39
C7. My senior gives me recognition for the input that I provide.						<input type="checkbox"/> 40
C8. Total Quality Management at all management levels (strategic, project, process and individual/task management) is promoted actively at the base.						<input type="checkbox"/> 41
C9. As an employee I am allowed to be creative and innovative in my area of work.						<input type="checkbox"/> 42
C10. I am recognised during the decision-making process.						<input type="checkbox"/> 43
C11. Suggestions from quality circles (problem-solving sessions), task groups and/or individuals within the base are welcomed and implemented as far as practically possible.						<input type="checkbox"/> 44
C12. A strong relationship of trust exists between my senior and myself.						<input type="checkbox"/> 45
C13. I feel fully responsible for the work that I do and believe that my work is important for the success of the base.						<input type="checkbox"/> 46
C14. Equipment is adequate for the effective execution of my task.						<input type="checkbox"/> 47
C15. Top management delegates decision making to lower levels.						<input type="checkbox"/> 48
C16. My job has been designed to provide me with the knowledge, skills, resources and support to achieve quality goals.						<input type="checkbox"/> 49

SECTION D: TEAMWORK

The following questions evaluate the effect of your air force base's *teamwork*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

Kreitner and Kinicki (1998:414) explain how a work group becomes a team: "A team is a mature group where leadership is shared, accountability is both individual and collective, the members have developed their own purpose, problem solving is a way of life, and effectiveness is measured by collective outcomes."

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office uses
D1. A feeling of coherence exists in my section.						<input type="checkbox"/> 50
D2. Task groups are formed at the base to manage matters relating to quality and value adding aspects.						<input type="checkbox"/> 51
D3. Task groups at the base are continuously involved in determining measures for internal/external customer satisfaction.						<input type="checkbox"/> 52
D4. The base works together as a team with their suppliers, customers and employees in order to improve quality standards.						<input type="checkbox"/> 53
D5. Recognition and encouragement of the contributions of base personnel with regard to quality improvement are focussed on the activities of teamwork.						<input type="checkbox"/> 54
D6. Top management is more in favour of team recognitions rather than individual recognition.						<input type="checkbox"/> 55
D7. Teamwork at the base is of such a nature that the performance of teams improves with regard to quality without them approaching higher authority for support.						<input type="checkbox"/> 56
D8. The performance and recommendations of teams are often accepted and implemented.						<input type="checkbox"/> 57
D9. Interdepartmental relationships at the base are of such a nature that they continuously support quality improvement.						<input type="checkbox"/> 58
D10. Employees in my section at the base work closely together as a team in order to coordinate work and improve quality.						<input type="checkbox"/> 59
D11. Each department/section/subsection at the base is actively involved in Total Quality Management projects.						<input type="checkbox"/> 60
D12. Apart from my specific job, I participate in other activities through teams to help achieve quality goals at the base.						<input type="checkbox"/> 61
D13. A team spirit prevails amongst all ranks at our base.						<input type="checkbox"/> 62

SECTION E: CONTINUOUS IMPROVEMENT

The following questions evaluate the effect of your air force base's *continuous improvement*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

For Pearce and Robinson (2000:15) continuous improvement provides a way for managers to provide a form of strategic control that allows their institution to respond more proactively and timely to rapid developments in hundreds of areas that influence an institutions success.

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
E1. Feedback received from customers is used continuously to improve the work that we do.						<input type="checkbox"/> 63
E2. Data on customer satisfaction is used to initiate process improvement.						<input type="checkbox"/> 64
E3. Change initiatives are driven by customer needs and expectations.						<input type="checkbox"/> 65
E4. Improvements made in respect of service rendering are quantified and measured.						<input type="checkbox"/> 66
E5. The base provides strategically for a continuous process of comparison/evaluation (benchmarking) of systems/services and processes compared to those of the best bases in the SA Air Force.						<input type="checkbox"/> 67
E6. An active programme exists to obtain comparative benchmarking in respect of all applicable functions and services from the best SA Air Force Bases.						<input type="checkbox"/> 68
E7. The base uses benchmarking to determine performance standards at strategic level with due consideration for priorities such as customer satisfaction and employee motivation.						<input type="checkbox"/> 69
E8. The base follows a Total Quality Management approach that evaluates and/or audits the performance of processes and systems.						<input type="checkbox"/> 70
E9. The base's Total Quality Management improvement projects deliver results.						<input type="checkbox"/> 71
E10. The base's formal commitment to quality refers to striving for world-class results and continuous improvements in processes and systems.						<input type="checkbox"/> 72
E11. The base has techniques/aids (control sheets, histograms, pareto-diagrams, distribution-diagrams, "run"-cards) in place for error cause elimination.						<input type="checkbox"/> 73
E12. Employee's recognise/understand Total Quality Management improvement efforts and react on there own in order to continuously improve their work performance.						<input type="checkbox"/> 74
E13. We perform performance measurements to measure excellence.						<input type="checkbox"/> 75

SECTION F: CUSTOMER/EMPLOYEE SATISFACTION

The following questions evaluate the effect of your air force base's *customer/employee satisfaction*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

The definition of customer satisfaction according to Rao, *et al.* (1996:15) is the state in which customer needs, wants, and expectations are met or exceeded, resulting in repurchase and continuing loyalty.

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
F1. The base's organisational structure focuses on both internal and external customer satisfaction, as well as employee satisfaction.						<input type="checkbox"/> 76
F2. The base has a generic model for all departments/sections/subsections according to which customer service is rendered to meet the expectations of the customer.						<input type="checkbox"/> 77
F3. Well-defined customer service (internal and external) standards were designed to deal with complaints. Deviations are solved and reasons for deviations receive the necessary attention.						<input type="checkbox"/> 78
F4. The base's strategy is to enhance customer and employee satisfaction.						<input type="checkbox"/> 79
F5. Aids and techniques exist according to which customer satisfaction and customer needs are evaluated. Design teams have been established in conjunction with customers for evaluation purposes.						<input type="checkbox"/> 80
F6. As focus, the base has a service strategy according to which efforts are directed to render a customer-orientated service.						<input type="checkbox"/> 81
F7. The quality of products and services (service rendering such as mission-ready aircraft/systems) is of a high quality.						<input type="checkbox"/> 82
F8. All employees at the base believe that they play an important role in the success of Total Quality Management and performance in the long term.						<input type="checkbox"/> 83
F9. The base's strategic planning, the guidance that I receive, empowerment of myself/employees, teamwork, continuous improvement, communication, and culture and change management make me a satisfied and motivated employee.						<input type="checkbox"/> 84
F10. Employee/ customer satisfaction at the base is high.						<input type="checkbox"/> 85
F11. The base has high service standards to manage service rendering and to give employees a clear picture of that which is expected of them.						<input type="checkbox"/> 86
F12. Our base uses customer feedback to improve service quality.						<input type="checkbox"/> 87
F13. The base uses methods to determine and monitor internal and external customers' perceived quality and value.						<input type="checkbox"/> 88

SECTION G: COMMUNICATION

The following questions evaluate the effect of your air force base's *communication*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
G1. Communication at the base is a strategy that is directed at conveying important information to target groups in order to positively influence their attitudes and conduct.						<input type="checkbox"/> 89
G2. Communication at the base is characterised by mutual trust and integrity.						<input type="checkbox"/> 90
G3. Top/middle management communicates new opportunities, systems and/or services on a regular basis.						<input type="checkbox"/> 91
G4. The base applies appropriate communication aids (videos, articles, seminars) to convey the Total Quality Management philosophy.						<input type="checkbox"/> 92
G5. Internal communication down to the lowest level help employees to perform their work better.						<input type="checkbox"/> 93
G6. Effective communication exists between top management and sections.						<input type="checkbox"/> 94
G7. Effective communication exists between section heads and workers.						<input type="checkbox"/> 95
G8. Communication flows undisturbed horizontally, vertically and diagonally (exchange of information between managers and departments) between departments, sections, subsections and processes.						<input type="checkbox"/> 96
G9. Good communication (formal/informal) at the base helps personnel to achieve their organisational aims and objectives.						<input type="checkbox"/> 97
G10. During meetings question/answer sessions exist for solving problems.						<input type="checkbox"/> 98
G11. The base has a newsletter that is used to communicate quality-related aspects that are important to employees, such as training needs, new management systems and results that were achieved.						<input type="checkbox"/> 99
G12. The base's employees receive all information needed to successfully complete their work.						<input type="checkbox"/> 100
G13. Base personnel write articles and deliver speeches to members at the base on the quality and improvement of the base's systems/processes.						<input type="checkbox"/> 101

SECTION H: TRAINING

The following questions evaluate the effect of your air force base's *training*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
H1. Personnel at the base receive good formal (Air Force College) and informal training (on-the-job training) in the philosophy of Total Quality Management.						<input type="checkbox"/> 102
H2. Personnel at the base receive continuous training in Total Quality Management principles, based on the prescriptions provided by gurus (knowledgeable people) such as Crosby, Deming, Juran and Feiganbaum.						<input type="checkbox"/> 103
H3. The base has designed a Total Quality Management training strategy as well as a structure for the execution thereof.						<input type="checkbox"/> 104
H4. The base has a long-term training programme in respect of Total Quality Management for all employees (top management/middle management and workers).						<input type="checkbox"/> 105
H5. Regular joint training sessions are held for the employees, suppliers and customers of the base/station in order to improve client service as a team.						<input type="checkbox"/> 106
H6. The base has established a liaison mechanism between training coordinators and employees to supplement and support training needs.						<input type="checkbox"/> 107
H7. The employees of the base receive training in techniques for the obtainment and analysing of information such as process management, process redesign and benchmarking in order to achieve continuous improvement.						<input type="checkbox"/> 108
H8. The training objectives of the base correspond with the main objectives of the base.						<input type="checkbox"/> 109
H9. The results of training at our base/station are evaluated continuously.						<input type="checkbox"/> 110
H10. Availability of resources for employee training is sufficient.						<input type="checkbox"/> 111

SECTION I: CULTURE FORMING AND CHANGE MANAGEMENT

The following questions evaluate the effect of your air force base's culture of total quality management and *change management*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
11. Quality forms part of our base's culture.						<input type="checkbox"/> 112
12. Our base's culture enhances productivity.						<input type="checkbox"/> 113
13. The conduct of the base's employees is in accordance with slogans such as the vision and mission statement.						<input type="checkbox"/> 114
14. The culture at our base is "preventative-orientated" rather than "reactive corrective orientated".						<input type="checkbox"/> 115
15. Top management defined a mission, vision and goals that enhance a culture of quality.						<input type="checkbox"/> 116
16. We have a culture of continuous improvement.						<input type="checkbox"/> 117
17. I regard change as a challenge.						<input type="checkbox"/> 118
18. Employees fully understand the need to change from the status quo (existing situation) to a Total Quality Management philosophy.						<input type="checkbox"/> 119
19. Employees that are affected by the change to the Total Quality Management philosophy understand what is expected of them in order to support changes.						<input type="checkbox"/> 120
110. Plans to fully change over to the Total Quality Management philosophy are based on realistic expectations of the base's ability to change.						<input type="checkbox"/> 121

SECTION J: SUPPORT STRUCTURES, SYSTEMS AND RESOURCES

The following questions evaluate the effect of your air force base's *support structures, systems and resources*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
J1. The base's organizational structure is formed in such a manner that a sound relationship exists between activities, so that workers can work together and act in a coordinated fashion under authority and leadership to achieve a common goal.						<input type="checkbox"/> 122
J2. Top/middle management has created an organisational structure at the base that promotes creative thinking in order to generate innovative decisions/solutions.						<input type="checkbox"/> 123
J3. The structure at the base is conducive to cooperation.						<input type="checkbox"/> 124
J4. Top management provides us with the time, resources and support to enhance quality improvement efforts.						<input type="checkbox"/> 125
J5. Our functional structure at the base inhibits process improvement.						<input type="checkbox"/> 126
J6. Top/middle management demonstrates commitment to Total Quality Management by the amount of resources that they provide for the quality effort (such as manpower, budget and information technology).						<input type="checkbox"/> 127
J7. At our base the organisational structure sets a good framework for strategy implementation.						<input type="checkbox"/> 128
J8. Finances, adequate manpower, information technology and documentation systems are used optimally at our base in support of our daily work.						<input type="checkbox"/> 129
J9. Support quality systems such as the ISO 9000/14000 are in place.						<input type="checkbox"/> 130
J10. Support quality systems such as Safety, Health, Environment, Risk, Quality (SHERQ) are in place.						<input type="checkbox"/> 131
J11. Safety dimensions are integrated into quality management systems.						<input type="checkbox"/> 132
J12. The structure of our base includes functions, roles, responsibilities, hierarchies, boundries, flexibility and innovation.						<input type="checkbox"/> 133
J13. A supporting infrastructure has been created at our base.						<input type="checkbox"/> 134
J14. We understand the role and responsibilities of the South African Excellence Foundation (SAEF) and SHERQ department.						<input type="checkbox"/> 135

SECTION K: SYSTEMS THINKING

The following questions evaluate the effect of your air force base's *systems thinking*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

Van Zyl (2002:17) defines a system as a set of interrelated and interdependent parts that are arranged in a way that produces a unified whole. Something happening in one part of a system affects what happens throughout the system. A system is simply a number of interdependent components that form a whole and work together with a view to attaining a common goal.

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
K1. Our base is managed as a system for the successful implementation of Total Quality Management and continuous improvement so that high quality inputs will result in high quality outputs.						<input type="checkbox"/> 136
K2. Each department at our base works together as a team in order to achieve the base's strategic objectives.						<input type="checkbox"/> 137
K3. Our base work together with our suppliers and customers as one system.						<input type="checkbox"/> 138
K4. Employees at our base don't understand how an intervention in one part of our organisation can cause havoc in another place or at a later stage.						<input type="checkbox"/> 139
K5. Members at our base see events as individual incidents rather than the net result of many interactions and interdependent forces.						<input type="checkbox"/> 140
K6. Members at our base see the symptoms but not the deep causes of problems.						<input type="checkbox"/> 141
K7. Members at our base blame individuals for problems even when those individuals have little or no ability to control the events around them.						<input type="checkbox"/> 142
K8. Members at our base don't understand the ancient African saying, "It takes a whole village to raise a child."						<input type="checkbox"/> 143

SECTION L: SELF-ASSESSMENT

The following questions evaluate the effect of your air force base's *self-assessment*. (PLEASE INDICATE YOUR CHOICE BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
L1. Our base's self-assessment is based on an internationally recognised standard, known as the South African Excellence Foundation (SAEF).						<input type="checkbox"/> 144
L2. Our base has conducted a thorough self-assessment/audit, by applying criteria such as the ISO 9000/ISO14000 and SAEF.						<input type="checkbox"/> 145
L3. Our base concentrates more on the enablers of the SAEF rather than on the results.						<input type="checkbox"/> 146
L4. Our base concentrates more on the results of the SAEF rather than on the enablers.						<input type="checkbox"/> 147
L5. The success of the implementation of the SAEF at our base is based on top management's commitment to the process of self-assessment.						<input type="checkbox"/> 148
L6. The outcomes of the self-assessment are linked to the business planning process.						<input type="checkbox"/> 149
L7. The people who conduct the self-assessment receive relevant training.						<input type="checkbox"/> 150
L8. Members are aware of the use of the SAEF as a measurement tool.						<input type="checkbox"/> 151
L9. The SAEF as self-assessment tool is incorporated into the business planning processes of our base.						<input type="checkbox"/> 152
L10. The SAEF does not regard the self-assessment process as an 'add on' to employees' existing workload but as part of their existing workload.						<input type="checkbox"/> 153

SECTION M: PROCESSES (WORK PROCEDURES)

The following questions evaluate the effect of your air force base's *processes*. (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

1 = Do not know 2 = Not true at all 3 = Slightly true 4 = True in most cases 5 = Absolutely true	1	2	3	4	5	For office use
M1. All our processes have been designed to meet quality standards.						<input data-bbox="1382 384 1458 453" type="checkbox"/> 154
M2. We continuously assess the quality of all our processes.						<input data-bbox="1382 474 1458 543" type="checkbox"/> 155
M3. We determine critical processes and select adequate control points.						<input data-bbox="1382 548 1458 617" type="checkbox"/> 156
M4. We apply appropriate statistical methods to control our processes.						<input data-bbox="1382 634 1458 703" type="checkbox"/> 157
M5. We use assessment results and benchmarking to enhance knowledge about processes.						<input data-bbox="1382 724 1458 793" type="checkbox"/> 158
M6. We continuously determine which are the critical processes that need urgent attention and select adequate control points.						<input data-bbox="1382 814 1458 884" type="checkbox"/> 159
M7. All employees view the base as a series of linked processes.						<input data-bbox="1382 909 1458 978" type="checkbox"/> 160
M8. Process terms, such as input, output, process and process owners, are used in conversations at the base.						<input data-bbox="1382 972 1458 1041" type="checkbox"/> 161
M9. The business processes are adequately defined so that all employees understand how they work.						<input data-bbox="1382 1064 1458 1134" type="checkbox"/> 162
M10. Resources are allocated based on processes.						<input data-bbox="1382 1159 1458 1228" type="checkbox"/> 163
M11. Process performance outcomes is measured.						<input data-bbox="1382 1232 1458 1302" type="checkbox"/> 164
M12. Measurement of process performance is based on defined standards.						<input data-bbox="1382 1293 1458 1362" type="checkbox"/> 165

SECTION N: MOTIVATION TO IMPLEMENT TOTAL QUALITY MANAGEMENT

In your opinion, what is the most important reason or motivation for the implementation of Total Quality Management at your base? Please prioritise from 1 to 8, that is allocate a one (1) factor to the most important reason and an eight (8) factor to the least important reason.

For office use

N1.	To enhance customer and employee satisfaction.			166
N2.	TQM implementation is a perfect beginning for our base.			167
N3.	It was a corporate decision.			168
N4.	To improve organisational objectives and performance at our base.			169
N5.	To prevent operational risks.			170
N6.	To improve service quality at our base.			171
N7.	To enhance the image of our base in the SA Air Force.			172
N8.	To better market our base in the SA Air Force/SANDF, as well as internationally.			173

SECTION O: IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT

In your opinion, which elements, in order of priority, can contribute the most towards the effective implementation of Total Quality Management at your base? Please prioritise from 1 to 9, that is allocate a one (1) factor to the element that can contribute the most (most positive effect) and a nine (9) factor to the one that can contribute the least.

For office use

Op1.	Better communication between management and workers.			174
Op2.	Strong leadership and commitment to Total Quality Management.			175
Op3.	Improvement of customer satisfaction.			176
Op4.	Visibility of well-structured systems and procedures.			177
Op5.	Employee commitment/motivation to Total Quality Management.			178
Op6.	Improvement of the strategic right of existence of our base.			179
Op7.	Improvement of employee satisfaction.			180
Op8.	Improvement of teamwork at our base.			181
Op9.	Establishment of a new culture of quality.			182

In your opinion, which elements, in order of priority, can hamper or prevent the effective implementation of Total Quality Management at your base? Please prioritise from 1 to 8, that is allocate a one (1) factor to the element that can hamper or prevent the effective implementation of Total Quality Management the most (most negative effect) and a eight (8) factor to the one that can hamper or prevent the effective implementation of Total Quality Management the least.

For office use

On1.	Employees' limited experience of the Total Quality Management philosophy.	
On2.	Poor communication.	
On3.	Lack of top management leadership and/commitment.	
On4.	Absence of well-structured systems and procedures.	
On5.	Little contact with other SAAF bases with regard to benchmarking.	
On6.	To much participation and work of external consultants.	
On7.	To little contributions by top and middle management.	
On8.	Low worker commitment to Total Quality Management.	

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In your opinion, which quality factor is the most difficult to deal with at your base? Please prioritise from 1 to 9, that is allocate a one (1) factor to the most difficult factor and a nine (9) factor to the least difficult factor.

For office use

Omd1.	Customer satisfaction.	
Omd2.	Interdepartmental relationships and cooperation.	
Omd3.	Sound communication.	
Omd4.	Customer service for both external and internal customers.	
Omd5.	The commitment of top/middle management to Total Quality Management.	
Omd6.	Quality of services.	
Omd7.	Motivation of employees.	
Omd8.	Quality image of our base.	
Omd9.	Employee service satisfaction.	

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SECTION P: ADVANTAGES OF TOTAL QUALITY MANAGEMENT AFTER IMPLEMENTATION

Advantages concerning internal changes associated with your base.

In your opinion, what is the most important advantages concerning *internal changes* at your base as associated with the Total Quality Management philosophy? Please prioritise from 1 to 6, that is allocate a one (1) factor to the most important advantage concerning internal changes and a six (6) factor to the least important advantage concerning internal changes.

Pi1.	A better system for training and development.			200
Pi2.	Less supervision.			201
Pi3.	More effective communication.			202
Pi4.	More commitment to Total Quality Management is displayed with regard to all work.			203
Pi5.	Effective development of systems and procedures.			204
Pi6.	Decrease in operating costs.			205

Advantages concerning external changes associated with your base.

In your opinion, what is the most important advantages concerning *external changes* at your base as associated with the Total Quality Management philosophy? Please prioritise from 1 to 4, that is allocate a one (1) factor to the most important advantages concerning external changes and a four (4) factor to the least important advantages concerning external changes.

Pe1.	Better relationships of trust with current and potential customers.			206
Pe2.	Better service rendering to customers.			207
Pe3.	Getting recognition as a professional quality driven base (to be a service base).			208
Pe4.	Better interaction with all interest groups.			209

SECTION Q: ACCEPTANCE OF TOTAL QUALITY MANAGEMENT

- a. Do you find the implementation of Total Quality Management at your base acceptable? (PLEASE INDICATE YOUR ANSWER BY MAKING A CROSS IN THE APPLICABLE BLOCK.)

1. Yes	2. No
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If you have marked "no", please answer the question (b).

- b. What in your opinion is the single major reason for the *non-acceptance* of Total Quality Management at your base?

THANK YOU FOR YOUR TIME AND CONTRIBUTION. IT IS HIGHLY APPRECIATED.