

Appendix A

Table of Countries enacted, studying, and concern to NQA

Country	Name	Establish	Category	Criteria Model
(Asia)				
Cyprus	Concern			
India	Rajiv Gandhi National Quality Award	1991		MBNQA
Hong Kong	HKMA Quality Award	1991		MBNQA
Indonesia	Concern		Guidance demand (UNIDO)	
Israel	Israel National Award for Quality and Excellence in Industry	1990	National Quality Award	MBNQA
	National Award for Quality and Excellence in Public Service Israel			EFQM (EQA)
	The Quality Award of the Electronics and Information Industry			MBNQA expansion
	Israel Improvement Team Association Award		Achievement situation standard	
Japan	Deming Prize	1951	Individual, Enterprise	Deming prize
	Japan Quality Medal	1970	5 years after Deming Prize	Original
	Recognition of Achievement TQM	2000		TQM Standard
	Japan Quality Award	1995		MBNQA
Korea	Korea National Quality Management Award	1975	National Quality Award (Highest, Excellent), Large, S & M.	Original

Country	Name	Establish	Category	Criteria Model
Malaysia	Prime Minister's Quality Award	1990	National Quality Award	ISO 9000, Malaysian Standard
Pakistan	Studying	1987	Quality Improvement Prototype Prime Minister Quality Award	
Philippine	Outstanding Quality Company of the Year Award (OQCA)	1988	The 1 st Ceremony in 1989	Original
Saudi Arabia	Concern		Technical Assistance request	
Singapore	Prepare beginning		Concern, Technical Assistance request	
Taiwan R.O.C.	National Quality Award	1990	National Quality Award	Deming Prize
Thailand	?	1981	Industrial Ministry Award?	Original
Vietnam	Vietnam Quality Award			MBNQA
International Asian Pacific Quality Award			It is already National Quality Award Recipient	MBNQA

Country	Name	Establish	Category	Criteria Model
(America)				
U.S.A.	Malcolm Baldrige National Quality Award	1987	National Quality Award, Large, Service, S&M, Education, Healthcare	MBNQA
Argentina	Argentina National Quality Award	1992	National Quality Award, (Manufacturing, Service, Public, Education, Government, Healthcare	MBNQA, Quality Award of Brazil, Mexican Quality Award
Brazil	National Quality Award of Brazil	1992	National Quality Award	MBNQA,
Colombia	Colombian National Quality Award	1975 revised 1991	National Quality Award	MBNQA, Deming Prize, ISO 9000, Mexican National Quality Award, Colombian Governmental Guide
Jamaica	Concern		Technical Assistance request	
Mexico	Mexican National Quality Award	1988	National Quality Award (Large, S&M, Large Retailer, S&M Retailer, Large Service, S&M Service	
Trinidad and Tobago	Studying		Business Expansion and Industrial Restructuring (BEIR) is studying	

Country	Name	Establish	Category	Criteria Model
(Europe)				
EFQM	European Quality Award	1991	Entire Europe Enterprise	EFQM
Austria	Austrian Quality Award	1996	National Quality Award	EFQM
Belgium	Belgian Quality Award	1990	S&M Enterprise, Large Enterprise	EFQM
Czech Republic	Czech Republic National Quality Award	1994	Small (< 250), Medium (< 1000), Large (More 1000 Peoples)	EFQM
Denmark	Danish Quality Prize	1993	National Quality Award	EFQM
Finland	Finish Quality Award	1990	Manufacturing, Service Industry, S&M Enterprise	MBNQA + S&M is original
France	French Quality Award	1992	S&M Enterprise, Subsidiary, Related company	MBNQA+EFQM French Quality Management Model
Germany	German National Quality Award	1997	National Quality Award	EFQM
Hungary	Hungarian Quality Improvement Center Award	1996	Large enterprise, Medium Enterprise, Small Enterprise, Service Industry	EFQM
Iceland	Irish Quality Association's Supreme Quality Award Northern Ireland Quality Award The Q-Mark Irish national Quality Award and Irish Business Excellence Award	1982	Manufacturing 8, Service Industry 2, Highest Supreme Award 1	Deming Prize

Country	Name	Establish	Category	Criteria Model
Italy	FINTI* Quality Award Italian Quality Award	1993*	Fedeatione delle Organizzazioni del Terziario Innovatio	EFQM + ISO 9004-1 EFQM
Netherlands	Netherlands Quality Award	1992	Main Award, Quality Recognition Awards	EFQM
Norway	Norwegian Quality Award	1994	National Quality Award	EFQM
Poland	Polish Quality Award	1995	National Quality Award	EFQM
Portugal	Portuguese National Quality Award	?	National Quality Award	?
Russia	Sov AsQ Annual Quality Award	1994	Enterprise, Service, Company (Manufacturing)	Good Quality Product
Slovak Republic	Award of the Slovak Republic for Quality	1994	Small, Medium, Large Enterprise, Service Industry	Partially change of EFQM
Spain	Prince Felipe Industrial Quality Award	1992	National Quality Award	EFQM, ISO 9004 + TQM
Sweden	Swedish Quality Award	1992	Small enterprise, Large Enterprise	MBNQA, Swedish Institute for Quality (SIQ) Model
Swiss	Swiss Quality Award			EFQM
Turkey	TUSIAD*/KalDer** Quality Award	1992	National Quality Award * Turkish Industries and Business Association ** Turkish Society for Quality	EFQM
Ukraine	Ukranian Aociation for Quality Award*	1996	Manufacturer is main. * for achievements in the Field of Quality	EFQM, CS + Q & Safety of Q-System
United Kingdom	UK Quality Award for Business Excellence The Wales Quality Award	1984	Entire enterprise contain subsidiary in UK	EFQM EFQM

Country	Name	Establish	Category	Criteria Model
(Oceania)				
Australia	Australian Business Excellence	1988	2 Stage Evaluation Level Business Improvement Level	Original
Australian & New Zealand	Gold Award for Quality		8 Stages of Quality Business Management Element for ISO 9004	
New Zealand	New Zealand Quality Prize	1992		MBNQA
(Africa)				
Egypt	Concern		Guidance Demand (UNIDO)	
Ghana	Studying		Studying since beginning in 1993	
Kenya	Studying		Studying by TQM in Industrial Enterprises Plan since August in 1990	
Nigeria	Only Standardization Award Nigerian Industrial Standard (NIS)	1974	Concern National Quality Award since 1990	
South Africa	The South Africa Performance Excellence Award	1998		
Tanzania	Studying			

Reference:

- 1 The best on Quality, IAQ Book Service Vol.5, 1995
- 2 European Quality, Vol.4, No.1, pp.62-64, February 1997
- 3 Bei der Hochschule Fur Verwaltungs Wissenschaften Speyer (1995): Forshungs Institute Fur Offentlich ver Waltung Speyer 151 Forshungs Berichte, pp. 37-41
- 4 39th EOQ Annual Congress Lausanne 1995, proceedings
- 5 40th EOQ Annual Congress Berlin 1996, Proceedings
- 6 Corinne N. Johnson, Editorial Assistant (2002), Annual Quality Awarding Listing, Quality Progress, August 2002, pp.48-57

Appendix B, List of NQAs in Asia (1)

Rajiv Gandhi National Quality Award (India 1991)	The CIT-EXIM Excellence Award (India)		Israeli National Quality Award for Quality in the Public Sector	Israeli National Quality & Excellence Award C; The Israeli Quality Award for Industry
1.0 Management responsibility 100	1.0 Categories Large and Medium Scale, Small Scale Organization	4.8 A means of measuring process over time through periodic Self-Assessment.	This National Award is an integral part of the Israeli National Program to Promote Quality & Excellence in government services. The objectives of the award are:	The Israeli Quality Award for Industry is the government's practical recognition of the significance of promoting quality and excellence in the country. The award's goals are to publicly recognize the development of quality awareness in the Israeli market, to encourage companies to improve processes, and to promote cooperation between Israeli companies as a lever to international competition.
2.0 Quality system 80	2.0 Model for achieving IMPROVEMENT AND EXCELLENCE example	4.9 Process induced improvement activity focused where it is most needed.	To encourage service organizations to operate a permanent quality improvement process:	
3.0 Quality in marketing 80	(1) Defect level down by 49% over a period of 10 years.	4.10 A methodology for application at all levels ranging from individual business units up to the organization as a whole.	To promote an organizational culture of quality and excellence;	
4.0 Design development and application 30	(2) One-time shipment up from 75% over 7 years	4.11 A means to create enthusiasm amongst the people within the organization and give fresh impetus to their pursuit of business excellence.	And, to publicly acknowledge the award recipients through the publishing of their names and the issuing of certificates.	The award criterion are:
5.0 Quality in procurement 50	(3) Invoicing process-time down from 8 hours to 10 minutes between 1989 and 1993.	4.12 Opportunities to promote and share excellent approaches within different areas of the organization or on a wider scale with other organizations of a similar or diverse nature.	Nominees must meet the following in order to meet the award criterion:	1.0 Leadership for quality.
6.0 Production control, process capability, and operations of statistical techniques 80	3.0 Business Excellence CONTINUOUS IMPROVEMENT which will lead ultimately to COMPETITIVE ADVANTAGE.	4.13 Opportunities to recognize both progress and outstanding levels of achievement through internal award.	1.0 Management's commitment and involvement.	2.0 Customer satisfaction.
7.0 Material control and traceability 30	4.0 Benefit	4.14 A link between what the organization needs to achieve and how it puts in place strategies and processes to deliver its objectives.	2.0 Citizen-(Customer) oriented service.	3.0 Continuous process of improvement.
8.0 Product verification 50	The adoption of a Self-Assessment process has been found to result in a wide range of benefits. Notably Self-Assessment provides:	4.15 A means to benchmark internally as well as against other organizations.	3.0 Efficient and reliable service that meets operation standards.	4.0 Quality results.
9.0 Control of measuring and test equipment 60	4.1 A rigorous and structured approach to business improvement.	* Assessor has the guidance by EFQM.	4.0 Good customer relations.	5.0 Infrastructure for quality.
10.0 Inspection and test status 50	4.2 An assessment based on facts and not individual perception.		5.0 Defending customer rights and taking immediate action as necessary.	6.0 Improving and utilizing the human resources.
11.0 Control of nonconforming product(s) and corrective action 50	4.3 A means to achieve consistency of direction and consensus on what needs to be done.		6.0 Maximizing budget efficiency.	7.0 Quality of information and reporting systems.
12.0 Handling and postproduction function 30	4.4 A means to educate people in the organization on how to apply, in a meaningful way, the principle of Total Quality Management.		7.0 Measurably improving service quality.	
13.0 After sales servicing – customer feedback system 50	4.5 A means to integrate various quality initiatives into normal business operations.		8.0 Implementing innovative service improvements, at no additional cost or effort on the part of the taxpayer.	
14.0 Adequacy of document generation and exploitation 50	4.6 A powerful diagnostic tool.		9.0 Providing thorough information regarding the services offered.	
15.0 Personnel training and motivation 80	4.7 An objective assessment against a set of criteria which has become widely accepted across Europe.			
16.0 Quality cost control 80				
17.0 Auditing of the quality system (internal) 50				
Total 1000				

(Continue)

Appendix B, List of NQAs in Asia (2)

Israeli National Quality & Excellence Award C; The General Nechema Tamri Quality Excellence & Leadership Memorial Award		Japan Quality Medal (1996)		Deming Application Prize (1999) The Examination Viewpoints (For Senior Executives)	
<p>The Israeli National Award for Quality Training</p> <p>The purpose of the National Award for Quality Training is to encourage the creation of an overall organizational culture that constantly strives to provide quality training. The goal of the award are to upgrade training levels within organizations, raise national awareness of the importance of training, and to push decision makers to relegate resources for its development.</p> <p>Nominees must meet the following criterion:</p> <p>1.0 Prioritizing training within the organization.</p> <p>2.0 Developing and maintaining training programs.</p> <p>3.0 Specialized employee training programs.</p> <p>4.0 Training facilities – means and accessories.</p> <p>5.0 Continued education for training instructors.</p>	<p>The Association for Industry – Community Relations in cooperation with the Tamari family, the Israeli Ministry of Education, and the National Center for Quality & Excellence, has initiated an operation to encourage leadership, quality and excellence amongst the youth in Israel. The award is given in the name of General Tamari who exemplified a man of quality – actively portraying the traits of personal integrity, achievement and commitment.</p> <p>The memorial award and an academic scholarship will be given to students who also display these character traits.</p> <p>The criterion are as follows:</p> <p>1.0 Quality of the individual A student exhibiting exceptional personal integrity.</p> <p>2.0 Activity and accomplishment A student who stands out in his community volunteer work.</p> <p>3.0 Achievements An outstanding student in terms of academic achievement, personal integrity and social involvement.</p>	<p>Eligibility for the Medal</p> <p>The Japan Quality Medal is an annual award presented to a company or a division of a company (company hereafter) that received the Deming Application Prize (including the Deming Application Prize for Small Companies and the Deming Application Prize for Divisions) five years ago (counting January to December of the award year as one year), that has continuously applied CWQC (Company-wide Quality Control) to priority issues and has been achieving its objectively in a changing business environment.</p> <p>By changing business environment, we mean:</p> <p>(1) Change in the external business environment, such as internationalization shorter working hours, diversification of people's values, an aging society and more pressing environmental problems.</p> <p>(2) Changes in the internal business environment, such as new business development; expansion, contraction and reorganization of existing businesses; change in top management personnel; and increasing number of managers and employees who have not shared the Deming Application Prize experience.</p> <p>(Continue)</p>	<p>INVITATION TO APPLY FOR THE JAPAN QUALITY MEDAL</p> <p>1.0 Continued Implementation of Priority issues Generates "Power".</p> <p>2.0 Systems and Technologies are carried forward by the Continuous Implementation of Priority Issues.</p> <p>3.0 Continued Implementation of Priority Issues helps New Employee Development.</p> <p>4.0 Continued Implementation of Priority Issues enables the Company to keep abreast of Changes in the Surrounding Business Environment.</p> <p>5.0 Continued Implementation of Priority Issues facilitates the Integration of CWQC in to Daily Work.</p> <p>6.0 Focusing Activities on Priority Issues eliminates Excess Examination Preparation Time.</p> <p>7.0 CWQC that make Employees want to participate.</p> <p>8.0 Applicant Companies can suggest an Examination Format.</p> <p>9.0 As a Rule, the Applicant's Entire Organization is the Examination Unit, and the Examination is conducted within Two Days.</p> <p>10.0 An Individual Division can apply for the Japan Quality Medal.</p> <p>11.0 Receiving the Japan Quality Medal is the Highest Honor.</p>	<p>1.0 TQM Understanding and Enthusiasm.</p> <p>2.0 Top Management Leadership, Vision, Strategies, and Policies.</p> <p>3.0 Organizational Powers (Core Technology, Speed, Vitality).</p> <p>4.0 Human Resources Development.</p> <p>5.0 Corporate Social Responsibility.</p>	

Appendix B, List of NQAs of Asia (3)

Deming Application Prize (1999) Examination Viewpoints	Japan Quality Award (1998)*	Korean Quality Award (1995) Korean Quality Grand Award
<p>1.0 Top Management Leadership, Vision, Strategies.</p> <p>1.1 Top management leadership.</p> <p>1.2 Organizational vision and strategies.</p> <p>2.0 TQM Frameworks</p> <p>2.1 Organizational structure and its operations.</p> <p>2.2 Daily Management.</p> <p>2.3 Policy Management</p> <p>2.4 Relationship to ISO 9000 and 14000.</p> <p>2.5 Relationship to the other management improvement program.</p> <p>2.6 TQM promotion and operation.</p> <p>3.0 Quality Assurance System</p> <p>3.1 Quality Assurance System.</p> <p>3.2 New product and new technology development.</p> <p>3.3 Process control.</p> <p>3.4 Test, quality evaluation, and quality audits.</p> <p>3.5 Activities covering the whole life cycle.</p> <p>3.6 Purchasing, subcontracting, and distribution management.</p> <p>4.0 Management System for Business Elements</p> <p>4.1 Cross-Functional Management and its operations.</p> <p>4.2 Quantity/Delivery Management.</p> <p>4.3 Cost Management.</p> <p>4.4 Environmental Management.</p> <p>4.5 Safety, Healthcare, and Work Environment Management.</p> <p>5.0 Human Resources Development</p> <p>5.1 Positioning "People" in management.</p> <p>5.2 Education and training.</p> <p>5.3 Respect for people's dignity</p> <p>(Continue)</p>	<p>0.0 Market Trend and Management Subject</p> <p>1.0 Leadership 150</p> <p>1.1 Leadership system and organization (100)</p> <p>1.2 Public responsibility and corporate citizenship (50)</p> <p>2.0 Sharing and Utilization of Information 80</p> <p>2.1 Sharing of information/ data (20)</p> <p>2.2 Competitive comparisons and benchmarking (40)</p> <p>2.3 Analysis/ utilization of information/ data (20)</p> <p>3.0 Development and Deployment of Strategy 80</p> <p>3.1 Development of strategy (40)</p> <p>3.2 Deployment of confirmation of strategy (40)</p> <p>4.0 Development of Human Resources and Learning Environment 120</p> <p>4.1 Learning environment (50)</p> <p>4.2 Employee education, training and self-development (30)</p> <p>4.3 Employee satisfaction (40)</p> <p>5.0 Process Management 120</p> <p>5.1 Process management of basic tasks (60)</p> <p>5.2 Process management of supportive tasks (30)</p> <p>5.3 Improvement of supplier's quality (30)</p> <p>6.0 Understanding of Response to Customer/Market 150</p> <p>6.1 Understanding of customer/ market (70)</p> <p>6.2 Customer relationship management (40)</p> <p>6.3 Clarification of customer satisfaction (40)</p> <p>(Continue)</p>	<p>1. Management, Quality Policy and Strategy for the World-Level Quality 60</p> <p>(1) Long/ Short Term Vision, Policy, Strategy of Management (20)</p> <p>(2) Long/ Short Term Quality Policy and Goal (20)</p> <p>(3) Long/ Short Term Planning for Quality Implementation (20)</p> <p>2. Senior Executive Leadership and Organization 60</p> <p>(1) Quality Management Recognition and Enthusiasm (20)</p> <p>(2) Quality Management Ability and Operational Management of Organization (20)</p> <p>(3) Environment, Social Responsibility and Contributions (20)</p> <p>3. Human Resources Management 120</p> <p>(1) Human Resource Development (20)</p> <p>(2) Employee Voluntary Involvement Activities (30)</p> <p>(3) Employee Education and Training for Quality Management (30)</p> <p>(4) Employee Performance Recognition and Incentive System (20)</p> <p>(5) Employee Safety, Well-Being and Satisfaction (20)</p> <p>4. Information Management and Uses 60</p> <p>(1) Uses of Quality/ Performance Data and Information (20)</p> <p>(2) Company-wide Data Analysis and Competitive Comparison (20)</p> <p>(3) Computerization and Uses (20)</p> <p>5. Quality Design and Development 150</p> <p>(1) Quality Design of Product and Service (50)</p> <p>(2) Development of New Products and Service (50)</p> <p>(Continue to next page)</p>

Appendix B, List of NQAs in Asia (4)

Korean Quality Award (1995) Korean Quality Grand Award (continue)	Korean Quality Award (1995) The Quality Management Award	Philippine OQCY Award
<p>(3) Reliability and Safety Control of Products (50)</p> <p>6. <u>Process (Operations) Control and Control of Purchase Products</u> 150</p> <p>(1) Process (Operations) Quality Control of Products and Services (30)</p> <p>(2) Production Quality, Delivery Time, and Cost Management of Products and Services (30)</p> <p>(3) Quality Improvement Activities (30)</p> <p>(4) Quality Control for Purchase, and Outside-Ordered Products and Cooperative Companies (20)</p> <p>(5) Establishment and Uses of Specification and Standard (20)</p> <p>(6) Quality Inspection and Assessment (20)</p> <p>7. <u>Quality Level and Management Results</u> 200</p> <p>(1) Quality Level of Products and Services (70)</p> <p>(2) Level of Management Results (70)</p> <p>(3) Supplier Quality Results (60)</p> <p>8. <u>Customer Focus and Satisfaction</u> 200</p> <p>(1) Customer Management (40)</p> <p>(2) Commitment to Customers (40)</p> <p>(3) Customer Satisfaction and its Measures (40)</p> <p>(4) Customer Future Demands and Expectations (40)</p> <p>(5) Customer Assessment Results (40)</p> <hr/> <p>Total 1000</p>	<p>1. <u>Management, Quality Policy and Strategy for the World-Level Quality</u> 90</p> <p>(1) Long/ Short Term Vision, Policy, Strategy of Management (30)</p> <p>(2) Long/ Short Term Quality Policy and Goal (30)</p> <p>(3) Long/ Short Term Planning for Quality Implementation (30)</p> <p>2. <u>Senior Executive Leadership and Organization</u> 90</p> <p>(1) Quality Management Recognition and Enthusiasm (30)</p> <p>(2) Quality Management Ability and Operation Management of Organization (30)</p> <p>(3) Environment, Social Responsibility and Contributions (30)</p> <p>3. <u>Human Resource Management</u> 150</p> <p>(1) Human Resource Development (30)</p> <p>(2) Employee Voluntary Involvement Activities (30)</p> <p>(3) Employee Education and Training for Quality Management (30)</p> <p>(4) Employee Performance Recognition and Incentive System (30)</p> <p>(5) Employee Safety, Well-Being and Satisfaction (30)</p> <p>4. <u>Information Management and Uses</u> 90</p> <p>(1) Uses of Quality/ Performance Data and Information (30)</p> <p>(2) Company-wide Data Analysis and Competitive Comparison (30)</p> <p>(3) Computerization and Uses (30)</p> <p>5. <u>Quality Design and Development</u> 80</p> <p>(1) Quality Design of Products and Services (30)</p> <p>(2) Development of New products and Services (30)</p> <p>(3) Reliability and Safety Control of Products (20)</p> <hr/> <p>Total 1000</p> <p>(Continue)</p>	<p>1.0 <u>Institutionalizing TQM Processes/ Systems</u> 385</p> <p>1.1 Top management leadership and commitment (100)</p> <p>1.2 Strategic quality planning (60)</p> <p>1.3 Continuous education and training (40)</p> <p>1.4 Quality network for employee involvement in problem solving and decision making (40)</p> <p>1.5 Employee recognition award (25)</p> <p>1.6 Open communications (25)</p> <p>1.7 Documentation (25)</p> <p>1.8 Process design control (35)</p> <p>1.9 Active and effective corrective action (25)</p> <p>1.10 Previous national or international recognitions received as a result of pursuing good practices in quality management (10)</p> <p>2.0 <u>Quality Results</u> 200</p> <p>2.1 Quality of products and services (90)</p> <p>2.2 Operational and business process quality improvement (55)</p> <p>2.3 Quality improvement application (55)</p> <p>3.0 <u>Assistance Rendered to Vendors and Other Entitles</u> 40</p> <p>3.1 Effectiveness in linkage/ partnership between the vendee and vendor (20)</p> <p>3.2 Development and assistance given by company to its suppliers (20)</p> <p>4.0 <u>Outstanding Contributions to Customer Satisfaction</u> 200</p> <p>4.1 Steps taken in getting to know more about external customer's requirements (50)</p> <p>4.2 Steps taken to conform to customer needs and expectations (50)</p> <p>4.3 Steps taken in setting customer service standards (50)</p> <hr/> <p>Total Points 1000</p> <p>(Continue)</p>
<p>(3) Reliability and Safety Control of Products (50)</p> <p>6. <u>Process (Operations) Control and Control of Purchase Products</u> 150</p> <p>(1) Process (Operations) Quality Control of Products and Services (30)</p> <p>(2) Production Quality, Delivery Time, and Cost Management of Products and Services (30)</p> <p>(3) Quality Improvement Activities (30)</p> <p>(4) Quality Control for Purchase, and Outside-Ordered Products and Cooperative Companies (20)</p> <p>(5) Establishment and Uses of Specification and Standard (20)</p> <p>(6) Quality Inspection and Assessment (20)</p> <p>7. <u>Quality Level and Management Results</u> 200</p> <p>(1) Quality Level of Products and Services (70)</p> <p>(2) Level of Management Results (70)</p> <p>(3) Supplier Quality Results (60)</p> <p>8. <u>Customer Focus and Satisfaction</u> 200</p> <p>(1) Customer Management (40)</p> <p>(2) Commitment to Customers (40)</p> <p>(3) Customer Satisfaction and its Measures (40)</p> <p>(4) Customer Future Demands and Expectations (40)</p> <p>(5) Customer Assessment Results (40)</p> <hr/> <p>Total 1000</p>	<p>6. <u>Process (Operations) Control and Control of Purchase</u> 200</p> <p>(1) Process (Operations) Quality Control of Products and Services (40)</p> <p>(2) Production Quality, Delivery Time, and Cost Management of Products and Services (30)</p> <p>(3) Quality Improvement Activities (40)</p> <p>(4) Quality Control for Purchase, and Outside-Ordered Products and Cooperative Companies (30)</p> <p>(5) Establishment and Uses of Specification and Standard (30)</p> <p>(6) Quality Inspection and Assessment (30)</p> <p>7. <u>Quality Level and Management Results</u> 150</p> <p>(1) Quality Level of Products and Services (50)</p> <p>(2) Level of Management Results (50)</p> <p>(3) Supplier Quality Results (50)</p> <p>8. <u>Customer Focus and Satisfaction</u> 150</p> <p>(1) Customer Management (30)</p> <p>(2) Commitment to Customers (30)</p> <p>(3) Customer Satisfaction and its Measures (30)</p> <p>(4) Customer Future Demand and Expectation (30)</p> <p>(5) Customer Assessment (30)</p> <hr/> <p>Total 1000</p>	<p>4.4 Steps taken to benchmark products and services against competitors and/ or best in class (50)</p> <p>5.0 <u>Increased Profitability as a Result of Managing COQ</u> 175</p> <p>5.1 Prevention cost (35)</p> <p>5.2 Appraisal cost (35)</p> <p>5.3 Internal failure cost (35)</p> <p>5.4 External failure cost (35)</p> <p>5.5 COQ as a percentage of net sales or as a percentage of goods sold (35)</p> <hr/> <p>Total Points 1000</p>

Appendix B, List of NQAs in Asia (5)

Quality Management Excellence Award			
<p>(Malaysian)</p> <p>1.0 TOP MANAGEMENT LEADERSHIP & MANAGEMENT QUALITY</p> <p>1.1 Senior management involvement in: Goal setting Planning Reviewing quality plan Reviewing quality progress Teams Giving & receiving education Recognition of employee Learning about quality of competitors Meeting with customers Meeting with suppliers Involvement of the following levels of staff in managing quality: Managers and executives Supervisors Operatives</p> <p>i . How the above are involved? ii . How often (as appropriate & effective) ? iii. Types of follow-up?</p> <p>2.0 USE OF QUALITY DATA & INFORMATION</p> <p>2.1 a) Type of data and information used and criteria for selection of such data/information. b) How the following are ensured: Reliability/ accuracy Timeliness Quality Availability</p> <p>2.2 a) Type of analysis performed b) How the analysis is used in planning, policy development, improvement and training Development HUMAN RESOURCE MANAGEMENT</p> <p>3.0 HUMAN RESOURCE MANAGEMENT</p> <p>3.1 a) Types of training & education</p>	<p>b) Categories of employees involved: Managers & executives Supervisors Operatives (direct & indirect) c) Indicators used to assess effectiveness of above activities</p> <p>3.2 a) Opportunities to participate in teams within and cross functional units e.g. suggestion schemes, QCC, WIT, etc. b) Giving employees authority to make decisions when quality standards are threatened. c) How the company effectiveness of employee involvement</p> <p>3.3 a) Provisions for physical and recreational facilities/ activities b) Provisions of services e.g. counseling, self-improvement programs etc. c) i . Indicators used to assess the above activities. ii . How the above indicators are used, taking into consideration frequency/ regularity Different level Feedback Corrective action</p> <p>4.0 CUSTOMER REQUIREMENT & EXPECTATIONS</p> <p>4.1 a) Description of how customer information is obtained. Survey Interviews or focused groups After sales service b) Description of how company ensures that customer service requirements are disseminated and understood by all employees. c) Follow-up activities with customers to determine satisfaction.</p>	<p>5.0 HANDLING COMPLAINTS</p> <p>5.1 a) i . Description of formalized process for resolving complaints, that exist in the company. The following elements are to be included: Methods of receiving complaints Verification of facts Stipulated time frame Prompt action ii . Suitability of time frame and effectiveness of response</p> <p>5.1 b) i . Compilation and analysis of complaints ii . Use of analysis</p> <p>6.0 SUPPORT SERVICE & VENDORS</p> <p>6.1 a) Description of quality of support services, taking into account the following: i . Understanding users' (internal customers') job content and work flow. ii . Readiness to listen, appreciate and empathies. iii. Readiness to learn, update and make changes. iv. Sensitive to users' needs b) Description of ways and means used to increase and improve participation of support services in quality activities. The following elements are to be included: Education/training Recognition Rewards Informing/ counseling</p>	<p>6.2 a) Description of process to ensure that quality standards are met by suppliers and vendors. Stipulation of standards/ requirement Sampling plan Prototype assessment b) Efforts to improve quality and responsiveness of suppliers. Training Partnership Incentives Improved supplier selection</p> <p>7.0 QUALITY & OPERATIONAL RESULTS</p> <p>7.1 a) What measures does the company have to evaluate results? b) i . Has the company identified appropriate benchmarks? ii . Has the company rated itself against the identified benchmark? c) Does the company's trend indicate improvement? d) Automation (robotics, high technology machinery) Does it affect your labor usage? e) Please indicate the company's productivity/ performance trends for the last 3 years with respect to the following indicators: Labor productivity Capital intensity Process efficiency</p>
<p>(Continue)</p>	<p>(Continue)</p>	<p>(Continue)</p>	<p>(Continue)</p>

Appendix B, List of NQAs in Asia (6)

<p>Taiwan Republic of China (1990)</p>	<p>HKMA (Hong Kong Management Association) Quality Award (1991)</p>	
<p>1. Managing Philosophy, Goal, and Strategy 2. Organization and Operation 1) Organization Function and Responsibility 2) Systems and Regulations 3) Communications and Coordination 4) Flexibility of the Operation of the Organization 3. Development of Human Resources and Allocation 1) Recruiting 2) Training 3) Allocating 4) Motivation 5) Labor and Investor Relation 6) Industrial Safety and Sanitary 4. Information Management and Manipulation 1) External Information 2) Internal Information 5. Research and Development 1) Capital Investment on Research Units 2) Research Plan (Project) 3) Project Management 4) Substantial Performance 6. Product Quality 1) Quality Criteria 2) Design Quality 3) Incoming Quality 4) Process Quality 5) Transportation and Handling Quality 6) Production Facilities Maintenance 7) Testing Equipments and Facilities 8) Automation 9) Customer services 7. Social Responsibility 1) Environmental Protection 2) Social Relation 3) Customer's Liability</p>	<p>8. Managing Performance 1) Growth Rate 2) Profitability 9. Miscellaneous 1) Market Share 2) Reputation and Image 3) Awards (International/ Domestic) 4) Special Honors</p>	<p>1.0 Leadership <u>95</u> 1.1 Executive Leadership 1.2 Day-to-Day management Activity 2.0 Information and Analysis <u>75</u> 2.1 Scope and Management of Data and Information 2.2 Competitive and Process Benchmarks 2.3 Analysis and Uses of Company-Level Data 3.0 Strategic Quality Planning <u>60</u> 3.1 Strategic Quality Planning Process 3.2 Quality and Operational Performance Plans 4.0 Human Resources Development and Management <u>150</u> 4.1 Human Resources Planning and Management 4.2 Employee Involvement and Satisfaction 4.3 Employee Training 4.4 Employee Recognition 4.5 Employee Empowerment 5.0 Management of Process Quality <u>140</u> 5.1 Design and Introduction of Quality Products and Services 5.2 Process Management 5.3 Supplier Quality 5.4 Reseller, Agent and Distributor (RAD) Quality 5.5 Quality Assessment and Continuous Improvement 6.0 Quality and Operational Results <u>180</u> 6.1 Service and Product Quality Results 6.2 Company Operational Results 7.0 Customer Focus and Satisfaction <u>300</u> 7.1 Customer Expectations, Satisfaction and Results 7.2 Customer Commitment and Relationship Management</p> <hr/> <p>TOTAL POINTS 1000</p>
<p>(Continue)</p>		

Appendix C, List of NQAs in North and South America (1)

Malcolm Baldrige National Quality Award (2005)	The Argentine National Quality Award (1996)		Brazilian Quality Award (1992)
<p>P Preface: Organizational Profile</p> <p>1.0 Leadership 120</p> <p>1.1 Senior Leadership (70)</p> <p>1.2 Governance and Social Responsibility (50)</p> <p>2.0 Strategic Planning 85</p> <p>2.1 Strategy Development (40)</p> <p>2.2 Strategy Deployment (45)</p> <p>3.0 Customer and Market Focus 85</p> <p>3.1 Customer and Market knowledge (40)</p> <p>3.2 Customer Relationships and Satisfaction (45)</p> <p>4.0 Measurement, Analysis, and Knowledge Management 90</p> <p>4.1 Measurement, Analysis, and Review of Organizational Performance (45)</p> <p>4.2 Information and Knowledge Management (45)</p> <p>5.0 Human Resource Focus 85</p> <p>5.1 Work System (35)</p> <p>5.2 Employee Learning and Motivation (25)</p> <p>5.3 Employee Well-Being and Satisfaction (25)</p> <p>6.0 Process Management 85</p> <p>6.1 Value Creation Processes (45)</p> <p>6.2 Support Processes and Operational Planning (40)</p> <p>7.0 Business Results 450</p> <p>7.1 Product and Service Outcomes (100)</p> <p>7.2 Customer-Focused Results (70)</p> <p>7.3 Financial and Market Results (70)</p> <p>7.4 Human Resource Results (70)</p> <p>7.5 Organizational Effectiveness Results (70)</p> <p>7.6 Leadership and Social Responsibility Results (70)</p> <p>Total Points 1000</p>	<p>I. VOCATION AND INVOLVEMENT 200</p> <p>1.0 Senior Executive Leadership 100</p> <p>1.1 Involvement (55)</p> <p>1.2 Values (45)</p> <p>II MANAGEMENT SYSTEM 450</p> <p>1.0 Customer-oriented Management 90</p> <p>1.1 Knowledge of current and future customer expectations (20)</p> <p>1.2 Customer relationship management (25)</p> <p>1.3 Customer claim/complaint management (15)</p> <p>1.4 Commitment to customers (10)</p> <p>1.5 Determining customer satisfaction (20)</p> <p>2.0 Management for Quality 30</p> <p>2.1 Values (15)</p> <p>2.2 Degree of adherence to values assessment (5)</p> <p>2.3 Organization (10)</p> <p>3.0 Strategic Planning 40</p> <p>3.1 Planning process (25)</p> <p>3.2 Plans (15)</p> <p>4.0 Information System 60</p> <p>4.1 Data gathering and recording (10)</p> <p>4.2 Information analysis (10)</p> <p>4.3 Comparison benchmark utilization (10)</p> <p>4.4 Use of information analysis results for continuous improvement (30)</p> <p>5.0 Human Resources 90</p> <p>5.1 Human resource planning and management (20)</p> <p>5.2 Employee involvement and recognition (35)</p> <p>5.3 Quality education and training (25)</p> <p>5.4 Employee well-being and satisfaction (10)</p> <p>6.0 Quality Assurance 120</p> <p>6.1 Product and service design/introduction (35)</p> <p>6.2 Product/service production and delivery (25)</p>	<p>6.3 Business and inner support processes (20)</p> <p>6.4 Supplier and subcontractor quality (10)</p> <p>6.5 Distributor, wholesaler and dealer quality (10)</p> <p>6.6 Product, service, process, system and method assessment (20)</p> <p>7.0 Public Responsibility 20</p> <p>7.1 Quality culture promotion in the community (10)</p> <p>7.2 Environmental preservation (5)</p> <p>7.3 Other community related activities (5)</p> <p>III RESULTS 450</p> <p>1.0 Customer Satisfaction 200</p> <p>1.1 Customer satisfaction results (120)</p> <p>1.2 Comparison of customer satisfaction results (80)</p> <p>2.0 Employee Satisfaction 60</p> <p>2.1 Employee well-being and satisfaction assessment (35)</p> <p>2.2 Employee development, involvement and recognition-related indicators (25)</p> <p>3.0 Impact on the Community 40</p> <p>4.0 Operational Results 150</p> <p>4.1 Product/service quality results (50)</p> <p>4.2 Business results (35)</p> <p>4.4 Supplier and subcontractor quality results (15)</p> <p>4.5 Distributor, wholesaler and dealer quality results (25)</p> <p>TOTAL POINTS 1000</p>	<p>1.0 Leadership 100</p> <p>1.1 Leadership of top management (40)</p> <p>1.2 Value of enterprise accorded to quality (15)</p> <p>1.3 Management for quality (25)</p> <p>1.4 Team responsibility (20)</p> <p>2.0 Information and Analysis 70</p> <p>2.1 Collection and management of data and information on quality (20)</p> <p>2.2 Comparison with competition and centers of excellence (30)</p> <p>2.3 Analysis of data and information about quality (20)</p> <p>3.0 strategic Planning for Quality 60</p> <p>3.1 Procedures for strategic planning for quality (35)</p> <p>3.2 Goals and plans for quality (25)</p> <p>4.0 Utilization of Human resources 150</p> <p>4.1 Management of human resources (20)</p> <p>4.2 Involvement of employees (40)</p> <p>4.3 Education and training in quality (40)</p> <p>4.4 Recognition of the efforts of employees (25)</p> <p>4.5 Well-being and morale of employees (25)</p> <p>5.0 Quality Guarantee of Products and Services 140</p> <p>5.1 Preparation and introduction of products and services into the market (35)</p> <p>5.2 Control of quality of the processes (20)</p> <p>5.3 Continuous improvement of processes (20)</p> <p>5.4 Quality evaluation (15)</p> <p>5.5 Documentation (10)</p> <p>5.6 Quality of procedures in the firm and of support services (20)</p> <p>5.7 Supplier quality (20)</p> <p>6.0 Results Obtained with Respect to Quality 180</p> <p>6.1 Results obtained with respect to quality of products and services (90)</p> <p>(Continue)</p>

Appendix C, North and South America (2)

CANADIAN QUALITY FOR THE PUBLIC SECTOR (1997)			Columbian National Quality Award (1975)		Mexican National Quality Award
<p>1.0 LEADERSHIP</p> <p>1.1 Strategic direction</p> <p>1.2 Leadership involvement</p> <p>1.3 Results of leadership actions</p> <p>1.4 Continuous improvement</p> <p>2.0 PLANNING</p> <p>2.1 Development and content of improvement plan</p> <p>2.2 Assessment</p> <p>2.3 Results of actions through improvement planning</p> <p>2.4 Continuous improvement</p> <p>3.0 CITIZEN/CLIENT FOCUS</p> <p>3.1 Voice of the client/ stakeholder</p> <p>3.2 Management of client/ stakeholder relationship</p> <p>3.3 Measurement of client/ stakeholder satisfaction</p> <p>3.4 Results of actions on citizen/ client focus</p> <p>3.5 Continuous improvement</p> <p>4.0 POEPL FOCUS</p> <p>4.1 Human resource planning</p> <p>4.2 Participatory environment</p> <p>4.3 Continuous learning</p> <p>4.4 Employee satisfaction</p> <p>4.5 Results of actions from a focus on people</p> <p>4.6 Continuous improvement</p> <p>5.0 PROCESS MAAGEMENT</p> <p>5.1 Process definition</p> <p>5.2 Process control</p> <p>5.3 Process improvement</p> <p>5.4 Results of actions in process management</p> <p>5.5 Continuous improvement</p> <p>6.0 SUPPLIER/ PARTNER FOCUS</p> <p>6.1 Partnering</p> <p>6.2 Results of actions in supplier focus</p> <p>6.3 Continuous improvement</p> <p>(Continue)</p>	<p>7.0 ORGANIZATIONAL PERFORMANCE</p> <p>7.1 Service/ product quality</p> <p>7.2 Organization results</p> <p>7.3 Client/ stakeholder satisfaction</p> <p>7.4 Employee satisfaction and morale</p> <p>7.5 Financial performance</p>	<p>1.0 Customer Satisfaction 180</p> <p>1.1 Management of customer relations</p> <p>1.2 Customer knowledge</p> <p>1.3 Feedback system</p> <p>1.4 Results 100</p> <p>2.0 Leadership 100</p> <p>2.1 Leadership by example</p> <p>2.2 Quality values</p> <p>3.0 Human Resources 150</p> <p>3.1 Participation and involvement</p> <p>3.2 Training</p> <p>3.3 Evaluation and recognition</p> <p>3.4 Quality of life in the workplace</p> <p>4.0 Quality Strategy 60</p> <p>4.1 Strategic planning</p> <p>4.2 Operations planning</p> <p>5.0 Quality Information 90</p> <p>5.1 Data and sources</p> <p>5.2 Information analysis</p> <p>6.0 Quality Assurance and Improvement 140</p> <p>6.1 Design and development of goods and services</p> <p>6.2 Control of operational process</p> <p>6.3 Control of administrative and support services</p> <p>6.4 Control of measurement and test equipment</p> <p>6.5 Continuous improvement</p> <p>6.6 Documentation and recording of quality</p> <p>6.7 Audits or evaluations of the quality assurance system</p> <p>7.0 Supplier Relations 60</p> <p>7.1 Quality in purchases</p> <p>7.2 Suppliers and subcontractors</p> <p>8.0 Physical Plant and Installation 60</p> <p>8.1 Installation, cleaning, and maintenance</p> <p>8.2 Industrial security and environmental control</p> <p>(Continue)</p>	<p>9.0 Effects on Environment 60</p> <p>9.1 Preservation of the ecosystems</p> <p>9.2 Promotion of quality culture in the community</p> <p>10.0 Achievements in Improvement</p> <p>10.1 Improvement of products and services</p> <p>10.2 Improvement of support areas</p> <p>10.3 Comparison of results</p> <p>Total Points 1000</p>	<p>1.0 Customer Satisfaction 180</p> <p>1.1 Customer knowledge (60)</p> <p>1.2 Feedback systems (60)</p> <p>1.3 Standards of service (30)</p> <p>1.4 Results (30)</p> <p>2.0 Leadership 100</p> <p>2.1 Leadership by example (70)</p> <p>2.2 Quality values (30)</p> <p>3.0 Human Resources 150</p> <p>3.1 Involvement (40)</p> <p>3.2 Training (50)</p> <p>3.3 Recognition (30)</p> <p>3.4 Quality of life in the workplace (30)</p> <p>4.0 Information and Analysis 100</p> <p>4.1 Data and sources (70)</p> <p>4.2 Information analysis (30)</p> <p>5.0 Planning 80</p> <p>5.1 Strategic planning (30)</p> <p>5.2 Operations planning (50)</p> <p>6.0 Quality Assurance 160</p> <p>6.1 Design and control (30)</p> <p>6.2 Continuous improvement (70)</p> <p>6.3 Suppliers (30)</p> <p>6.4 Documentation (30)</p> <p>7.0 Effects on Environment 80</p> <p>7.1 Preservation of ecosystems (30)</p> <p>7.2 Development of small and medium suppliers (50)</p> <p>8.0 Results 150</p> <p>8.1 improvement of products and services (60)</p> <p>8.2 Improvement of support areas and suppliers (40)</p> <p>8.3 Comparison of results (50)</p> <p>Total Points 1000</p>	

Appendix D, List of NQAs in Europe (1)

European Quality Award (2002)	Finish Quality Award (1994)	Finish Police Quality Award (1995)	Prix Francais de la Qualite
<p>1.0 LEADERSHIP 10%</p> <p>1a Leaders develop the mission, vision and values and are role models of a culture of Excellence</p> <p>1b Leaders are personally involved in ensuring the organization's management system is developed, implemented and continuously improved.</p> <p>1c Leaders are involved with customers, partners and representatives of society.</p> <p>1d Leaders motivate, support and recognize the organization's people.</p> <p>2.0 POLICY AND STRATEGY 8%</p> <p>2a Policy and Strategy are based on the present and future needs and expectations of stakeholders.</p> <p>2b Policy and Strategy are based on information from performance measurement, research, learning and creativity related activities.</p> <p>2c Policy and Strategy are developed, reviewed and updated.</p> <p>2d Policy and Strategy are deployed through a framework of key processes.</p> <p>2e Policy and Strategy are communicated and implemented.</p> <p>3.0 PEOPLE 9%</p> <p>3a People resources are planned, managed and improved.</p> <p>3b People's knowledge and competencies are identified, developed and sustained.</p> <p>3c People are involved and empowered.</p> <p>3d People and the organization have a dialogue.</p> <p>3e People are rewarded, recognized and cared for.</p> <p>4.0 PARTNERSHIPS AND RESOURCES 9%</p> <p>4a External partnerships are managed.</p> <p>4b Finances are managed.</p> <p style="text-align: right;">(Continue)</p>	<p>1. Leadership 70</p> <p>2. Information and Analysis 70</p> <p>3. Strategic Quality planning 50</p> <p>4. Human Resource Development and Management 150</p> <p>5. Management of Process Quality 140</p> <p>6. Quality and Operational Results 170</p> <p>7. Customer Focus and Satisfaction 300</p> <p>8. Impact on Society 50</p> <p style="text-align: right;">Total Points 1000</p>	<p>1.0 Leadership of Unit 80</p> <p>1.1 Personal activity 150</p> <p>1.2 Customer focus integration 100</p> <p>2.0 Information 200</p> <p>2.1 Management 100</p> <p>2.2 Analyzing 100</p> <p>2.3 Comparing 100</p> <p>3.0 Plans and Strategies 60</p> <p>3.1 Planning 150</p> <p>3.2 Customer's needs 150</p> <p>4.0 Human Resources 210</p> <p>4.1 Management 100</p> <p>4.2 Involvement 100</p> <p>4.3 Progress/ rewarding 100</p> <p>4.4 Satisfaction 100</p> <p>5.0 Processes/ Services 150</p> <p>5.1 Development 100</p> <p>5.2 Quality assessment 100</p> <p>5.3 Co-operation 100</p> <p>6.0 Operational Results 200</p> <p>6.1 Effectiveness 100</p> <p>6.2 Productivity/ economy 100</p> <p>6.3 Stakeholder 100</p> <p>7.0 Customer Results 240</p> <p>7.1 Satisfaction 100</p> <p>7.2 Stakeholder 100</p> <p style="text-align: right;">Total Points 1000</p>	<p>1.0 Leadership of the Management Team 150</p> <p>2.0 Quality Policy 100</p> <p>3.0 Customers Satisfaction 200</p> <p>4.0 Quality System 100</p> <p>5.0 Indicators and Quality Measurement 100</p> <p>6.0 Quality Improvement 100</p> <p>7.0 Employee Participation 150</p> <p>8.0 Impact of Quality on Company Results 100</p> <p style="text-align: right;">Total Points 1000</p>

Appendix D, List of NQAs in Europe (2)

Latvia Quality Award (1997)	Polish Quality Award (1995)			
1.0 Leadership	1.0 Leadership			
2.0 Policy and Strategy	2.0 Policy and Strategy			
3.0 People Management	3.0 Staff Management			
4.0 Resources	4.0 Resources			
5.0 Processes	5.0 Process			
6.0 Customer Satisfaction	6.0 Client Satisfaction			
7.0 People Satisfaction	7.0 Employee Satisfaction			
8.0 Impact on Society	8.0 Impact on Society			
9.0 Business Results	9.0 Business Results			
	Total Points			
	1000			

