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## ANNEXURE A

### INTERVIEW SCHEDULE TO POLICY ORIGINATORS

#### Dear Participant

My name is **Nhlanhla Moyo** and I am a **PHD student at the University of Pretoria** and employed as a Manager: Vocational Education and Training at Umalusi. I have been with the Department of Education of Gauteng from 2000 to 2004. I became interested in the gap that seems to exist between government policy origination and implementation and I'm focusing my PHD research on "*The relationship between government policy and management practices at college level in the transformation of Further Education and Training colleges in Gauteng*". According to the report of the National Committee on Further Education you were a member of the Task Team/Steering Committee that started the process of developing the FET policy and you can provide me with indispensable data that is crucial to my study. I would therefore be grateful if you could assist me in this regard.

I am conducting semi-structured interviews with members of the NCFE and NBI to obtain information for my studies. The interview schedule that I am using is open-ended and you are free to provide as much information as you feel is necessary for me to form a picture of the reasoning behind certain policy assertions or recommendations.

Interviews will also be conducted with Heads of Colleges in Gauteng to ascertain their understanding of the FET policy. The intention is to establish if college managers have the same understanding of policy as policy originators. The data collected will be of immense value in helping me to understand and explain the relationship between intended policy and implemented policy.

## **THE RATIONALE**

The research is aimed at investigating the relationship between intended government policy as perceived by policy originators and implemented policy as understood by college Managers as implementers of policy. It is accepted that the implemented policy may not be the same as intended policy. The NCFE/NBI made specific points on the transformation of the FET college sector that were to inform FET policy and legislation. This interview schedule will focus on the vision, mission, values and principles as aspects critical for the transformation of FET colleges in Gauteng.

For the purpose of this schedule it is important to establish the thinking and perceptions behind certain policy statements as captured in the Green Paper on Further Education and Training on the vision, mission and values of the new FET college sector in Gauteng.

Please note that not all the recommendations or policy statements made by the Task Team/Steering Committee will be covered in this study. The policy statements selected are viewed as important to the implementation of policy from the point of view of both policy originators and implementers. The study focuses specifically on these issues by giving you the opportunity to recall and reflect on the discussions of the members of the Task Team/Steering Committee of which you were part and provide me with your own perception regarding the intentions of specific policy statements or recommendations.

All information provided will be treated as confidential and no names will be revealed in this study.

Would you like to continue with this interview?

## QUESTIONS

### SECTION A

1. Currently who do you work for? .....
2. What is your position in your current organization/company? .....
3. How long have you been in this position? .....
4. What are some of your responsibilities in this position?.....  
.....  
.....  
.....
5. In which way does this position link you to Further Education and Training? .....  
.....  
.....
6. Are you currently involved in FET policy issues? .....
7. If your answer in question 6 above is ‘yes’, in which specific area is your  
Involvement? .....  
.....

### SECTION B

**“This transformation must be achieved by restructuring the current fragmented arrangements into a single co-coordinated system, with a common purpose and coherent planning”.**

1. How did you perceive the proposed restructuring to look like?  
.....  
.....

2. What is your understanding of a “common purpose”?

.....  
.....

3. How would you describe “coherent planning”?

.....  
.....

4. Additional comments and/ notes

.....  
.....

**The future development of FET should also rest on the following principles:  
‘Accountability and transparency’ and ‘Cost-effectiveness and efficiency’**

1. What is your understanding of ‘accountability’?

.....  
.....

2. Describe what you understand by ‘transparency’.

.....  
.....

3. How will we know if a college is ‘cost-effective’?

.....  
.....

4. What is your understanding of ‘efficiency’?

.....  
.....

5. Additional comments and/ notes

.....  
.....  
.....  
.....

**Organizational capacity and infrastructure**

**“Institutional capacity, where it is most needed, is often most seriously lacking”.**

**This lack of capacity is evident in:**

1. What is your understanding of ‘governance and management structures which fail to provide strategic direction and leadership’?

.....  
.....

2. What do you understand by ‘a lack of planning capacity at provincial level’?

.....  
.....

3. What will be the implications of ‘administrative and organizational weakness’ for the new FET colleges?

4. Additional comments and/or notes

.....  
.....  
.....

**Organizational culture and work ethos**

**“The culture of many institutions and providers militates against the development of a sense of ownership amongst staff, learners and management; inhibits innovation, flexibility and cooperative ways of working, as well as an entrepreneurial, business-like approach to running the organization”.**

1. What do you understand by ‘the culture of many institutions and providers militates against the development of a sense of ownership’?

.....  
.....  
.....

2. In your understanding how will ‘an entrepreneurial, business-like approach to running the organization’ enhance the efficiency and effectiveness of the management of FET colleges?.

.....  
.....

3. Additional comments and/notes

.....  
.....  
.....

**THANK YOU FOR YOUR COOPERATION. ALL INFORMATION PROVIDED  
WILL BE TREATED AS STRICTLY CONFIDENTIAL AT ALL TIMES**

## ANNEXURE B

### INTERVIEW SCHEDULE TO COLLEGE MANAGERS

My name is **Nhlanhla Moyo** and I am a **PHD student in Educational Management** at the **University of Pretoria** in the Department of Educational Management and Policy Studies. I am conducting semi-structured interviews for my studies with managers of Further Education and Training colleges in Gauteng. My research topic is titled: **“The relationship between government policy and management practices at college level in the transformation of Further Education and Training in Gauteng”**.

The aim of the research is to establish what the relationship exist between government policy and management practices at FET colleges in Gauteng

My objective in this study is to explain the relationship in terms of intended policy (statements of intent) and implemented policy (management practices) within the FET college sector in Gauteng.

#### **THE RATIONALE**

The research is aimed at investigating the relationship between intended government policy as perceived by policy originators and implemented policy as understood by college Managers as implementers of policy. It is accepted that the implemented policy may not be the same as intended policy. The NCFE/NBI made specific points on the transformation of the FET college sector that were to inform FET policy and legislation. This interview schedule will focus on the vision, mission, values and principles as aspects critical for the transformation of FET colleges in Gauteng.

For the purpose of this interview schedule it is important to establish the thinking and perceptions behind certain policy statements as captured in the Green Paper on Further



Education and Training on the vision, mission and values of the new FET college sector in Gauteng.

Please note that not all the recommendations or policy statements made by the Task Team/Steering Committee will be covered in this study. The policy statements selected are viewed as important to the implementation of policy from the point of view of both policy originators and implementers. The study focuses specifically on these issues by giving you the opportunity to reflect on the FET policy being implemented in your college.

As the Manager of an FET college in Gauteng you therefore have valuable information that can help me form a picture of the relationship between intended and implemented policy. Therefore I will be grateful if you can assist me in this regard.

All information provided will be treated as confidential and no names of participants will be mentioned in any way in this study.

**Would you like to continue with the interview?**

## QUESTIONS

### Recommendation 19

**To give Gauteng a competitive edge and to better serve the people of the Province colleges should take a positive view of transformation and be prepared to take the lead in this process.**

1. What is your understanding of ‘a positive view of transformation’?

.....  
.....

2. In your view what is meant by ‘colleges should take a lead in the process of transformation’?

.....  
.....

### Recommendation 22

**Colleges should draw up an institutional development plan, to equip themselves for the new functions and responsibilities that increased autonomy will entail, and to meet the strategic planning, information systems and financial management requirements outlined in the Education White Paper on Further Education and Training.**

1. What do you see as ‘an institutional development plan’?

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.....

2. In your view what new functions and responsibilities should be performed and taken up by management of FET colleges with the envisaged autonomy?

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.....

**Recommendation 29**

**“Colleges should ensure that the new vision, mission and strategic plans of the institutions and the new FET framework are effectively communicated and shared with all members of the college community”**

1. What do you understand under ‘a new vision and mission’?

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2. How will we know if colleges ‘effectively communicate and share’ the new framework?

THANK YOU FOR YOUR ASSISTANCE. ALL INFORMATION PROVIDED WILL BE TREATED AS STRICTLY CONFIDENTIAL AT ALL TIMES
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