

APPENDIX A

private and confidential

RESEARCH QUESTIONNAIRE: SURVEY**DEAR DELEGATE**

Please complete the attached research relevance questionnaire, which will form part of an important discussion and contribution to the topic below:

An evaluation of the process and impact on managers' placement in a challenging and changing technological manufacturing environment in South Africa

Your input and time will be of great importance in addressing the current industry management dilemma surrounding future career management placement systems, which are in place for the designated and non-designated groups in question. (What is the gap? Global economy depends on new organisational leadership challenges that are taking place).

Any additional input or material of importance will be appreciated and the completed research dissertation will be made available to the participating organisations and delegates who made this research possible.

Please post the copy of your completed questionnaire as per the postal details below.

Yours faithfully

**Anthony Naidoo
PhD Student (University of Pretoria)**

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Affirmative action development programmes in South Africa have come under increasing criticism on failing designated manager's promotion ranks in the private sector and producing poor results. This research examines the ways to improve their efficiency and effectiveness, and the sustainability for management career-pathing, development and life-long learning.

This research is designed to investigate the effectiveness of career management in your company. I would like to identify problem areas in the career management process in organisations, areas for improvement, see feelings of employees regarding the career management process, and individual career needs.

All information is strictly confidential. Please help us by answering all the questions.

ANTHONY NAIDOO

SEPTEMBER 2002

I would like to stress that this is a personal study. In no way is the company committed to any course of action. Thank you for taking the time to participate in the study. Your help, participation and the information collected are greatly appreciated.

General instructions:

Either a pen or pencil may be used to complete this questionnaire. There are three types of questions: single response; multiple responses; and written response questions. Most of the questions require a single response and may be answered by simply placing a circle around the relevant number. Multiple response questions are indicated by the words "choose as many as relevant". Where written responses are required, space is provided. However, you may fill in additional comments whenever you wish to do so. Please ignore the boxes beside the questions and answers; these are for office tabulation only.

SECTION A: BIOGRAPHICAL DATA		OFFICIAL USE	
<i>(Please CIRCLE only one choice unless asked for multiple choices)</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	1 - 3
		<input type="checkbox"/>	4
		<input type="checkbox"/>	5
		<input type="checkbox"/>	6
Q1.	Within which category does your age fall?	<input type="checkbox"/>	
	1. 25 - 29		
	2. 30 - 34		<input type="checkbox"/>
	3. 35 - 39		
	4. 40 - 44		
	5. 45 - 49		
	6. 50 +		
Q2.	How long have you worked in this company? (Time in years)	<input type="checkbox"/>	<input type="checkbox"/>
	1. 1 - 3		8
	2. 4 - 6		
	3. 7 - 9		
	4. 10 +		
Q3.	Tick the benefits you receive as part of your package.		
	1. Company car	<input type="checkbox"/>	<input type="checkbox"/>
	2. Own Office	<input type="checkbox"/>	<input type="checkbox"/>
	3. Cell Phone	<input type="checkbox"/>	<input type="checkbox"/>
	4. Housing subsidy	<input type="checkbox"/>	<input type="checkbox"/>
	5. Shares/Stock/ Profit-sharing incentives	<input type="checkbox"/>	<input type="checkbox"/>
	6. Other	<input type="checkbox"/>	<input type="checkbox"/>
	Specify other: -----		
Q4.	What is your highest educational qualification?	<input type="checkbox"/>	<input type="checkbox"/>
	1. Matric (NQF 4)		15
	2. Diploma (NQF 4/5)		
	3. Degree (NQF 5)		
	4. Honours (NQF 6)		
	5. Masters (NQF 7)		
	6. Doctorate & Research (NQF 8)		
Q5.	Within which category do you think your first job in the private sector fell?	<input type="checkbox"/>	<input type="checkbox"/>
	1. Executive level		16
	2. Senior management level		
	3. Middle management level		
	4. Lower management level		
	5. Professional level		
	6. Technical level		
	7. Consultant level		
	8. Other		
	If other, please specify: -----		

		OFFICIAL USE	
Q6.	Within which category does your present job level fall? [] 1. Executive level 2. Senior management level 3. Middle management level 4. Lower management level 5. Professional level - previous post [] time in this post [] years	[]	17
Q7.	What is your department's function/responsibility within the organisation? [] 1. Staff development 2. Service department 3. Production department 4. Marketing and sales department 5. Finance department 6. Human resources development department 7. Industrial relations department 8. Industrial and process engineering 9. Other	[] [] []	18 19 20
Q8.	The following are institutions (in categories) from which men and women may graduate during their educational career. Please tick the university category (categories) from which you graduated. Choose as many as are relevant. 1. UniZulu, Bop, Fort Hare, UniNorth, UNITRA [] 2. University of Western Cape [] 3. Technikon [] 4. University of Natal, Rhodes, UCT, Wits [] 5. RAU, Pretoria, Stellenbosch, OFS, Potch [] 6. University of Durban Westville/UNISA [] 7. Other [] If other, please specify (i.e. overseas institution or immigration) -----	[] [] [] [] [] [] []	21 22 23 24 25 26 27
Q9.	What is your gender? [] 1. Male 2. Female	[]	28

<u>SECTION B: SURVEY ON INDIVIDUAL AND ORGANISATIONAL DATA</u>		OFFICIAL USE
Q10. a. Are there any informal corporate clubs in your corporation (bowls, cricket, soccer, tennis, golf, etc.)?	[]	29
1. Yes		
2. No		
b. Are you a member of any of these clubs?	[]	30
1. Yes		
2. No		
Name the Club.....	[]	31
c. If no:		
i. Give two reasons why you are not a member	[]	32
.....	[]	33
.....		
ii. Do you think there is anything you can do to become a member?	[]	34
1. Yes		
2. No		
Q11. a. In your job, is there any formal (written down) job description?	[]	35
1. Yes		
2. No		
If YES: Is the description TIGHT or LOOSE? [T]/[L]	[]	36
b. If yes:		
Who compiled it? Choose as many as are relevant.	[]	37
1. Myself	[]	
2. My immediate superior	[]	
3. My predecessor	[]	
4. Don't know	[]	
5. Other	[]	
If other, please specify: -----		

		OFFICIAL USE
Q12.	a. How often is this job description reviewed with you? []	[] 38
	1. Once a month	
	2. Bi-annually	
	3. Once a year	
	4. Not at all	
	b. And reviewed by whom?	[] 39
	c. Do you think your job responsibilities measure up to your job description? []	[] 40
	1. Yes	
	2. No	
	3. Don't know	
	d. If no, give two reasons why you think this is so.	
	-----	[] 41
	-----	[] 42
Q13.	Is your organisational career and development programme strongly linked to:	
	A B	[] 43
	• Performance management 1 [Y] 1 [N]	[] 44
	• Succession planning 2 [Y] 2 [N]	[] 45
	• Educational planning resources 3 [Y] 3 [N]	[] 46
	• Mentoring/coaching 4 [Y] 4 [N]	[] 47
	• Projects by teams 5 [Y] 5 [N]	[] 48
	• Task force assignments 6 [Y] 6 [N]	[] 49
	• Action learning 7 [Y] 7 [N]	[] 50
	• Rotational assignments 8 [Y] 8 [N]	[] 51
	• Classroom education 9 [Y] 9 [N]	[] 52
	• Competency identification and development 10 [Y] 10 [N]	
Q14.	If you are involuntarily separated or retrenched from your organisation at any career stage or level, are you adequately multiple skilled for alternative employment or a career change? (√ - tick where applicable by using the scale below):	[] 53
	[Excellent] [Very good] [Good] [Poor] [Unsure]	
	(1) (2) (3) (4) (5)	

Q15.	In your own words what should be done to improve the employees' career-pathing programme in your organisation?	[] 54

					OFFICIAL USE		
Q16. a. Should a manager like yourself be given more intensive career-planning and development to prepare the way for promotion up the corporate career ladder?					[]	[]	55
1. [YES]							
2. [NO]							
If the answer is: “Yes”, explain briefly why.					[]	[]	56
b. Does this activity take place within your organisation?					[]	[]	57
1. [YES]							
2. [NO]							
If the answer is: “NO”, explain briefly why.					[]	[]	58
Q17. What comes to mind when you think of the word CAREER? Indicate the extent to which you agree with the following statements.							
Ranking of importance							
1	2	3	4	5			
Strongly disagree	Disagree	Neither agree	Agree Nor disagree	Strongly agree			
5.1 The property of an organisation or occupation (Sales or Accounting within a college career) -----					[]	[]	59
5.2 Advancement (increasing success within occupation)-----					[]	[]	60
5.3 Status of a profession (a lawyer is said to have a career, while a carpenter is not) -----					[]	[]	61
5.4 Involvement in one’s work (career is extremely involved in the task) -----					[]	[]	62
5.5 Stability of a person’s work pattern (a sequence of related jobs is said to describe a career, while a sequence of unrelated jobs is not) -----					[]	[]	63

						OFFICIAL USE																																											
<p>Q18. In your opinion, rank the most favoured management career development techniques within your organisation:</p>																																																	
Ranking of importance 1 2 3 4 5																																																	

High priority	Good	Average	Lowest priority	Poor																																													
• Job rotation					1 2 3 4 5	[]	64																																										
• In-company management career development programmes					1 2 3 4 5	[]	65																																										
• Task forces/ Special projects					1 2 3 4 5	[]	66																																										
• External management development programmes					1 2 3 4 5	[]	67																																										
• On-the-job training					1 2 3 4 5	[]	68																																										
• Coaching/ Mentoring					1 2 3 4 5	[]	69																																										
• Performance feedback					1 2 3 4 5	[]	70																																										
• Teaching/ Consulting with other employers					1 2 3 4 5	[]	71																																										
<p>Q19. Organisational management career-pathing and development should be an integrated approach and should include certain organisational actions (✓ - tick where applicable by using the scale below):</p>																																																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 45%;">Organisational actions</th> <th style="width: 15%;">Agree</th> <th style="width: 15%;">Disagree</th> <th style="width: 20%;">Neither agree nor disagree</th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td>Form part of the organisational HRD strategies (what do we want to achieve?)</td> <td style="text-align: center;">(3)</td> <td style="text-align: center;">(2)</td> <td style="text-align: center;">(1)</td> <td style="text-align: center;">[]</td> <td style="text-align: right;">72</td> </tr> <tr> <td style="text-align: center;">2</td> <td>Identify key management and leadership competencies (what type of people do we have?)</td> <td></td> <td></td> <td></td> <td style="text-align: center;">[]</td> <td style="text-align: right;">73</td> </tr> <tr> <td style="text-align: center;">3</td> <td>Identify these competencies by reviews and referrals.</td> <td></td> <td></td> <td></td> <td style="text-align: center;">[]</td> <td style="text-align: right;">74</td> </tr> <tr> <td style="text-align: center;">4</td> <td>Be developed by using established training and development frameworks.</td> <td></td> <td></td> <td></td> <td style="text-align: center;">[]</td> <td style="text-align: right;">75</td> </tr> <tr> <td style="text-align: center;">5</td> <td>The organisation recognises individual development in (bi-annual incentive reviews)</td> <td></td> <td></td> <td></td> <td style="text-align: center;">[]</td> <td style="text-align: right;">76</td> </tr> </tbody> </table>									Organisational actions	Agree	Disagree	Neither agree nor disagree			1	Form part of the organisational HRD strategies (what do we want to achieve?)	(3)	(2)	(1)	[]	72	2	Identify key management and leadership competencies (what type of people do we have?)				[]	73	3	Identify these competencies by reviews and referrals.				[]	74	4	Be developed by using established training and development frameworks.				[]	75	5	The organisation recognises individual development in (bi-annual incentive reviews)				[]	76
	Organisational actions	Agree	Disagree	Neither agree nor disagree																																													
1	Form part of the organisational HRD strategies (what do we want to achieve?)	(3)	(2)	(1)	[]	72																																											
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4	Be developed by using established training and development frameworks.				[]	75																																											
5	The organisation recognises individual development in (bi-annual incentive reviews)				[]	76																																											
<p>Q20. How would you rank the following human resource development (HRD) strategies in your organisation?</p>																																																	
Ranking of importance 1 2 3 4 5																																																	

Excellent	Good	Average	Lowest priority	Poor																																													
• Development of all employees to close the skills gap					1 2 3 4 5	[]	77																																										
• Foster the issues of career development programmes					1 2 3 4 5	[]	78																																										
• Improve the nature of employee relationship					1 2 3 4 5	[]	79																																										
• Creating a new life-long learning organisational culture					1 2 3 4 5	[]	80																																										
• Individual entitlement towards job security and stability					1 2 3 4 5	[]	81																																										
• Individual career progress in terms of promotion and incentives					1 2 3 4 5	[]	82																																										
• Performance feedback					1 2 3 4 5	[]	83																																										
• To work hard and stay out of trouble					1 2 3 4 5	[]	84																																										
• Creating a new “Diversity” employment relationship					1 2 3 4 5	[]	85																																										

Q21. What roles should employers, managers and HRD professionals play in managing employees' careers for life-long learning? Indicate whether or not the following types of career-development planning activities are actually used by your organisation or not? (✓ - tick where applicable by using the scale below):				OFFICIAL USE	
	Organisational actions	(3) Activities attained	(2) Not attained	(1) Unsure	
1	Monitoring of specific individual career plans				[] 86
2	Succession planning discussions carried out by your senior manager and career counselling				[] 87
3	Enforcement of career planning and career management activities				[] 88
4	Focus on a career, which is stable, long-term, predictable and organisation driven				[] 89
5	Promote mobility, job transfers and job rotational activities within the organisation				[] 90
6	Promote certification learning programs (i.e. SAQA accreditation courses) and assessment activities				[] 91
Q22. a. Do you think you are adequately trained for your present job or not?					[] 92
1. Not adequately trained 2. Don't know 3. Adequately trained 4. Overtrained					
b. If not adequately trained:					
i. In what areas do you think you are inadequately trained?					[] 93
-----					[]
-----					[] 94
ii. What can you do to acquire such skills?					[] 95

iii Does the company have succession plans?					[] 96
1. [YES] 2. [NO]					
If YES, please specify: -----					

		OFFICIAL USE	
Q23.	a. How often does your senior management meet with their subordinates? []	[]	97
	1. Weekly		
	2. Once a month		
	3. Bi-annually		
	4. Once a year		
	5. Not at all		
	b. How often does your senior management walk the shop-floor? []	[]	98
	1. Daily		
	2. Weekly		
	3. Monthly		
	4. Not at all		
Q24.	a. In terms of promotion, do you think you have moved faster or slower than or the same as your departmental colleagues? []	[]	99
	1. Faster		
	2. Same		
	3. Slower		
	4. Difficult to assess		
	b. Give two reasons for your assessment. []	[]	100

	[]		

If Faster:		A	B
	1. Where you trained for the position?	1[YES]	1[NO]
	2. Are you comfortable in the position?	2[YES]	2[NO]
	3. Do people accept your position?	3[YES]	3[NO]
	4. Subordinates?	4[YES]	4[NO]
	5. Superiors?	5[YES]	5[NO]
		[]	101
		[]	102
		[]	103
		[]	104
		[]	105
Q25.	In your company what factors do you think are the most important in contributing to your promotion? <u>(Give only three reasons rated in order of importance).</u>		
	Most important: []	[]	106

	Second most important: []	[]	107

	Third most important: []	[]	108

		OFFICIAL USE
Q26.	Carefully consider the following factors and use the scale given to assess the importance of each for job success. Scale: 1 = Very unimportant, 2 = Unimportant, 3 = Neither important nor unimportant, 4 = Important, 5 = Very important. Write your choice of number next to the factor.	
	1. Individual effort []	[] 109
	2. Education []	[] 110
	3. Experience []	[] 111
	4. Connections []	[] 112
	5. Heritage []	[] 113
	6. Luck []	[] 114
	7. Tricks []	[] 115
	8. Race []	[] 116
	9. Ideology (the way of thinking) []	[] 117
	10. Other []	[] 118
	If other, please specify: -----	
Q27.	a. Again, thinking about your experience in industry, did you expect promotion to give you some or full or no decision-making powers? []	[] 119
	1. Full decision-making powers	
	2. Some decision making powers	
	3. Don't know	
	4. No decision-making powers	
	b. Give two reasons for your answer. []	[] 120

	[]	[] 121

Q28.	a. What type of relationship would you say you have with your immediate superior? []	[] 122
	1. Positive (friendly, co-operative, accepting, honest)	
	2. Lukewarm	
	3. Difficult to assess	
	4. No relationship	
	5. Negative (unfriendly, unco-operative, tense)	

		OFFICIAL USE
Q29.	a. What type of relationship would you say you have with your colleagues (other managers in your company)?	
	[]	[] 123
	1. Positive (friendly, co-operative, accepting, honest)	
	2. Lukewarm	
	3. Difficult to assess	
	4. No relationship	
	5. Negative (unfriendly, unco-operative, tense)	
	b. Give two reasons for your choice.	
	[]	[] 124

	[]	[] 125

Q30.	What is your superior's management style?	
	1. Will it be dictatorial? (top-down instructional approach) []	
	2. Will it be open management? (Open-door policy) []	
	3. Will it be sharing management? (Continued staff updates on current business) []	[] 126
	4. Will it be participative management? (Team decision efforts on activities) []	
Q31.	a. Are there any in-house company developing training programmes, which you have been involved in?	
	[]	[] 127
	1. Yes	
	2. No	
	b. If yes? Have you led the project?	
	[]	[] 128
	1. Yes	
	2. No	
	i. What types of training practices? (Give examples).	
	[]	[] 129

	[]	[] 130

	[]	[] 131

	[]	

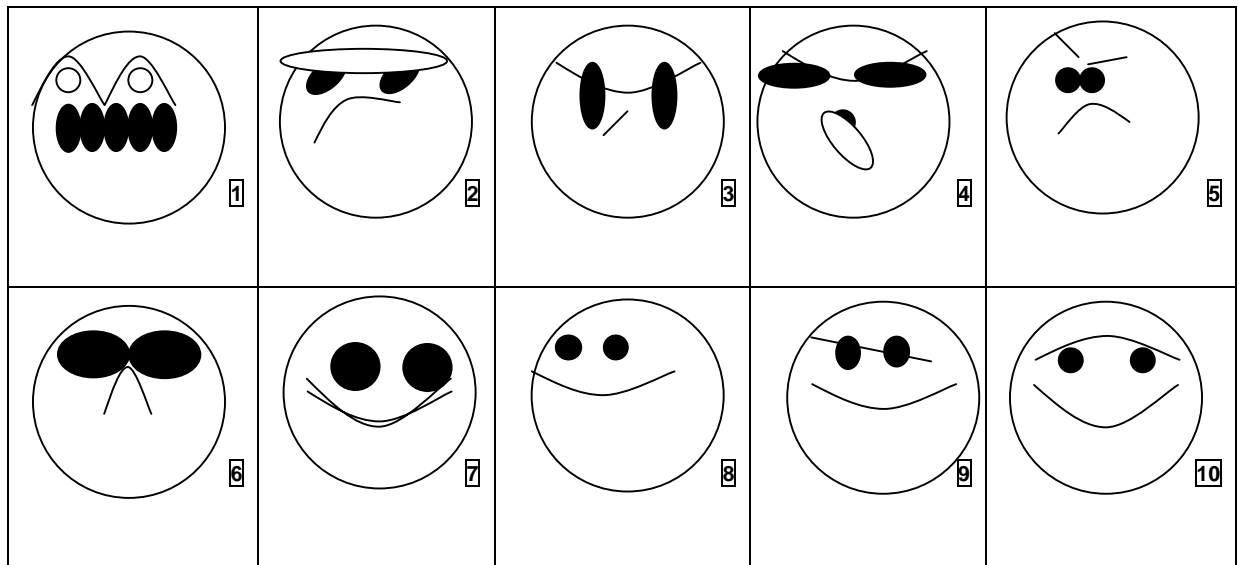
	[]	

		OFFICIAL USE
32.	<p>a. When you were still a novice at work, did you have an experienced person who gave you guidance and support (mentor, role model, coach)? []</p> <p style="margin-left: 40px;">1. Yes</p> <p style="margin-left: 40px;">2. No</p> <p>b. If yes:</p> <p style="margin-left: 40px;">i. To which racial group did he/she belong? []</p> <p style="margin-left: 80px;">1. White</p> <p style="margin-left: 80px;">2. Black</p> <p style="margin-left: 80px;">3. Indian</p> <p style="margin-left: 80px;">4. Coloured</p> <p style="margin-left: 40px;">ii. Did you find this relationship meaningful in terms of helping you in adapting to the work expectations? []</p> <p style="margin-left: 80px;">1. Meaningful</p> <p style="margin-left: 80px;">2. Don't know</p> <p style="margin-left: 80px;">3. Not meaningful</p> <p>c. What do you think were the contributing factors to this? Give three reasons:</p> <p style="margin-left: 40px;">[]</p> <p style="margin-left: 40px;">-----</p> <p style="margin-left: 40px;">[]</p> <p style="margin-left: 40px;">-----</p> <p style="margin-left: 40px;">[]</p> <p style="margin-left: 40px;">-----</p>	<p>132</p> <p>133</p> <p>134</p> <p>135</p> <p>136</p> <p>137</p>
Q33.	<p>In your opinion which department do you think is more capable of making important contributions (like control over resources) critical to the organisation's survival in terms of competencies?(choose one only) []</p> <p style="margin-left: 40px;">[]</p> <p style="margin-left: 40px;">1. Staff departments</p> <p style="margin-left: 40px;">2. Service departments</p> <p style="margin-left: 40px;">3. Production departments</p> <p style="margin-left: 40px;">4. Marketing departments</p> <p style="margin-left: 40px;">5. Finance</p> <p style="margin-left: 40px;">6. Engineering</p> <p style="margin-left: 40px;">7. Don't know</p> <p style="margin-left: 40px;">8. Other, please specify:-----</p>	<p>138</p> <p>139</p> <p>140</p>

					OFFICIAL USE
Q34.	Listed below are the impressions people like you may have in relation to their employing organisations. Please use the scale to indicate whether you:				
	Ranking of importance				
	1	2	3	4	5
	Strongly disagree	Disagree	Neither agree Nor disagree	Agree	Strongly agree
	Write your chosen number next to each impression.				
	a. I have control over valued resources like information.			[]	[] 141
	b. I have access to important people in my organisation.			[]	[] 142
	c. Relatively speaking, my departments are influential and powerful.			[]	[] 143
	d. My position within the department is meaningful in terms of control.			[]	[] 144
	e. I know who the important people in my organisation are.			[]	[] 145
	f. I have the right to consultation.			[]	[] 146
	g. I have the right to co-decision.			[]	[] 147
	h. I have the right to make decisions.			[]	[] 148
	i. I have the right to make suggestions.			[]	[] 149
	j. I can change things that affect my life at work.			[]	[] 150
Q35.	a. Are there any competencies that you are required to develop to be promoted?				
	1. Yes			[]	[] 151
	2. No				
	b. If "Yes", do you have the means or opportunities to acquire them?				
	1. Yes			[]	[] 152
	2. No				
	d. If "No", what are the constraints?				
	1. No available funds			[]	[] 153
	2. Company's disapproval				
	3. No career-pathing				
	4. Specify other: -----				
Q36.	Who should be responsible for career management and development?				
	1. Your own responsibility			[]	[] 154
	2. Management				
	3. Human Resources Development				
	4. External consultant				
	5. Combination				

					OFFICIAL USE	
Q37.	How would you rate your own managerial skills? (√ - tick where applicable by using the scale below):					
	[Excellent]	[Very Good]	[Good]	[Average]	[Poor]	
	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>]	[<input type="checkbox"/>] 155
	I	I	I	I	I	
Q38.	How would you see your own career development path in your organisation in five years time?					
	-----					[<input type="checkbox"/>] 156
Q39.	What career support do you expect from your company:				[<input type="checkbox"/>]	[<input type="checkbox"/>] 157
	1. Financial assistance					
	2. Study loan					
	3. Mentorship programme					
	4. None					
Q40.	a. Is your manager aware of your career goals and needs?				[<input type="checkbox"/>]	[<input type="checkbox"/>] 158
	1. Yes					
	2. No					
	b. Have you been on any career management training within the company?				[<input type="checkbox"/>]	[<input type="checkbox"/>] 159
	1. Yes					
	2. No					
	c. Does career development form an integral part of your performance evaluation?				[<input type="checkbox"/>]	[<input type="checkbox"/>] 160
	1. Yes					
	2. No					
Q41.	Explain briefly. How can the company make the employees more aware of the importance of individual career management and development?					
	-----					[<input type="checkbox"/>] 161

Q42. Lastly, which face, in your organisation, shows the way most people like yourself feel about their organisation now? **Please make an animated choice below.**



(Copyright 2002 animation developed by the researcher)

[] CODE 182
[] CODE 183

- 1. Aggressive []
- 2. Negative []
- 3. Disappointed []
- 4. Frustrated []
- 5. Disbelieving []
- 6. Cautious []
- 7. Undecided []
- 8. Curious []
- 9. Satisfied []
- 10. Confident []

Scales:

- a) Very happy at work: 9 or 10
- b) Happy at work: 7 or 8,
- c) Neutral at work: 6 or 5,
- d) Unhappy at work: 4 or 3,
- e) Very unhappy at work: 1 or 2.

<u>SECTION C: THE CAREER-DIMENSION SURVEY</u> Caela Farren and Beverly Kaye		OFFICIAL USE	
<i>Instructions:</i> Respond to the items below by rating each from one (not true) to five (very true) for your organisation (or division).			
1	2	3	4
Not true	Somewhat true		Very true
1.	My organisation expects me to take the lead in managing my own career.		[]
			[] 162
2.	I co-ordinate my professional development plans with the organisation's strategic plan.		[]
			[] 163
3.	I am free to choose what tasks I will work on from day to day, as long as I deliver the expected final results.		[]
			[] 164
4.	My manager encourages me to develop skills that will qualify me for other jobs in my career field.		[]
			[] 165
5.	My organisation/division uses succession planning to identify and prepare candidates for key positions.		[]
			[] 166
6.	Information moves easily between my division and the senior management of the organisation.		[]
			[] 167
7.	My manager advises me on my career options and alternatives.		[]
			[] 168
8.	My job allows me to decide how I am going to do my work, as long as I meet certain recognised standards.		[]
			[] 169
9.	My manager discusses the probable impact of new technology on our work unit with me.		[]
			[] 170
10.	This division's expected work force requirements for the next two or more years have been explained to me.		[]
			[] 171

<i>Instructions:</i> Respond to the items below by rating each from one (not true) to five (very true) for your organisation (or division).		OFFICIAL USE		
1	2	3	4	5
Not true	Somewhat true		Very true	
11.	The final results of my work depend more on an effective team effort than on my individual contribution.		[]	172
12.	I have been told of my standing in the succession plan for key positions in my division.		[]	173
13.	A variety of desirable career options are available to me in this organisation.		[]	174
14.	This organisation assists me to prepare myself for technological changes in my field.		[]	175
15.	I initiated career discussions with my co-workers.		[]	176
16.	My manager informed me of his or her personal assessment of my current competence and ability in the past three months.		[]	177
17.	In my work I am involved with many different tasks and/or projects.		[]	178
18.	Special projects or rotational assignments are available to me for career development purposes.		[]	179
19.	I am not sure exactly what my career field or discipline is.		[]	180
20.	This organisation's long-term plans will result in the availability of more career options in my field.		[]	181

Thank you for your contribution to this research.

APPENDIX B

QUESTIONNAIRE PRE-CODING PROCEDURE AND DETAILED STATISTICAL DATA BY OBJECTIVES

SECTION A: QUESTIONNAIRE PRE-CODING PROCEDURE

In the construction of the questionnaire coded questions were used. Coding entails assigning numeric codes to each response which falls in a particular category. Codes facilitate data capturing. Coding frames were used for the post-coded open-ended questions. Most of the questions were pre-coded (as Figure 4.2 illustrates), with the exception of the qualitative type questions, which were open-ended.

Figure 4.2: Example of questionnaire pre-coding data

<p>Q18. In your opinion, rank the most favoured MCD techniques within your organisation:</p> <p style="text-align: center;">Ranking of importance</p> <p>1 2 3 4 5</p> <p>-----</p> <p>High priority Good Average Lowest priority Poor</p> <ul style="list-style-type: none"> • Job rotation 1 2 3 4 5 • In-company MCD programmes 1 2 3 4 5 • Task forces/Special projects 1 2 3 4 5 • External MCD programmes 1 2 3 4 5 • On-the-job training 1 2 3 4 5 • Coaching/Mentoring 1 2 3 4 5 • Performance feedback 1 2 3 4 5 • Teaching/Consulting with other employers 1 2 3 4 5 	<p>OFFICIAL USE</p> <p>[5] CODE 64</p> <p>[2] CODE 65</p> <p>[2] CODE 66</p> <p>[3] CODE 67</p> <p>[4] CODE 68</p> <p>[5] CODE 69</p> <p>[5] CODE 70</p> <p>[1] CODE 71</p>
<p><u>SECTION A: BIOGRAPHICAL DATA</u></p> <p><i>(Please CIRCLE only one choice unless asked for multiple choices)</i></p> <ul style="list-style-type: none"> ▪ Questionnaire sequence coding (3 digits): ▪ Areas of samples collected: Gauteng [1] KZN [2] Eastern Cape [3] ▪ Type of company: OEM [1] or Tier 1 [2] ▪ Race group: Managers: Non-designated [1] or Designated [2] 	<p>CODE</p> <p>1 2 3</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/> CODE 4</p> <p><input type="checkbox"/> CODE 5</p> <p><input type="checkbox"/> CODE 6</p>

SECTION B: DETAILED STATISTICAL DATA PROCESSED BY THEMES

This section has seven important themes that were identified and an attempt was made in Chapter Five to analyse the data obtained from the questionnaire statistical responses based under the following briefly listed themes:

Theme One: Does the human resources department of the organisation have management development programmes in place, and, if so, are they effective for both D_{SGN} and ND_{SGN} managers?

1. Personal understanding of the term MCD.
2. The feelings regarding his/her own MCD plan.
3. The perceived magnitude of the MCD problems.
4. The feelings regarding the company's commitment to MCD.
5. The feelings about the involvement of his/her senior or executive managers and/or immediate superiors in the MCD process.
6. The perceptions of the skills required to formulate a MCD plan.
7. The manager's input regarding suggestions for improvements to enhance the effectiveness of MCD in the company.

Theme Two: Is HRM realising the organisational strategic plan by implementing relevant MCD programmes?

1. The manager's input regarding the integrated approach of a structured human resources strategy is included in the organisational plan, and the organisation's written policy on designated MCD.
2. The views on the role models played by HRM professionals in managing employees' careers for life-long learning.
3. The views on organisational perceptions towards future staffing levels of D_{SGN} within a standardised recruitment and MCD model.

Theme Three: If there is a standardised MCD model (of any nature) in place, is there a difference between its effectiveness for the NDSGN and DSGN managers?

1. The view on the type of organisational support programmes on MCD offered.
2. The views regarding top management's preference for a particular MCD programme and a structured human resources strategy.
3. Are there organisational significant relationships between the organisation's perceptions of MCD with a particular preference for educational qualifications for the recruitment of DSGN.
4. The views with regard to the categories of management responsible for the implementation of MCD programmes and perceptions towards commitment.
5. The manager's views of management responsibilities for identifying potential talent internally in the organisation, and those responsible for the implementation of MCD and development interventions.

Theme Four: Are the DSGN MCD programmes aligned with employment equity expectations, and are these programmes monitored?

1. The views on organisational employment equity plans for monitoring and evaluating DSGN's intensive career-planning and development preparations as the way for promotion up the corporate career ladder.
2. The views on the organisational commitment towards an internal monitoring body and commitment to designated MCD.
3. Is there a significant relationship between the age of the organisation and the DSGN's views on service years, on career-pathing and on development management?

Theme Five: What are the effects of employment equity on DSGN's MCD?

1. The DSGN's view on organisational career development on life-long learning roles played by the organisation's HRM professionals.
2. The significant view of the organisation's attitudes to redressing past imbalances with respect to DSGN, and their commitment to changing these staff levels.

3. The manager's views towards the organisation's attitudes towards commitment to designated MCD, and their human resources strategy.
4. The manager's view of the organisation's preserved respect for their commitment to designated MCD and preference for black advancement.

Theme Six: Do managers have a sense of security in their organisation? (Specify.)

1. Managers who are very happy at work.
2. Managers are just happy, but not very happy, at work.
3. Managers who are not happy but also not unhappy – they are in the middle (neutral).
4. Managers who are unhappy with life at work.
5. Managers who are very angry and impatient with life at work.

Theme Seven: The career-dimension survey: asking the right career-development questions that enable an organisation to build a successful career-development process

1. These questions assess the Future Perspective in the organisation: Understanding and communicating future trends and their implications for the workforce. A low score in this section could indicate a need to work at communicating the future needs of your organisation. It is important for managers to see where they fit in and how new competences will improve their marketability in the future.
2. These questions assess Organisational Systems and Practices in the organisation: Other management and human resources initiatives that interact and support the career-management system. A low score in this section could indicate a need to eliminate conflicting messages about what is said and what is done.
3. These questions assess Work Design in the organisation: the degree to which individuals find their work satisfying and motivating. A low score in this section indicates a need to restructure jobs and foster employee involvement. It is important to realise that the nature of the work managers do is one of the most influential elements in a manager's assessment of their career satisfaction and contribution.

4. These questions assess Managerial Support in the organisation: the ability of managers to support the development of their staff and teams. A low score in this section could indicate a need to help managers increase their effectiveness. It is important to realise that a manager's attitudes and behaviour exert a powerful influence on the productivity and professional development of employees.

5. These questions assess Individual Concerns in the organisation: the ability of an individual to self-manage his/her career. A low score in this section could indicate a need to encourage employees to take responsibility for their own career development. It is important to realise that if employees fail to acquire new skills, they will not keep the organisation ahead of the competition.