REFERENCES

Adeniji, A. 2002. The Skills Development Act: An exploratory study of its perceived implications for companies in the service industry in Durban. Master's degree dissertation in the Faculty of Human Sciences, University of Natal, Durban, South Africa. Supervisor: Prof de Kadt, R.


Cameron, K. 1987 Measuring organisational effectiveness in Institutions of Higher Education. *Administrative Science Quarterly*.


BIBLIOGRAPHY


Addendum A

Informed consent forms

INFORMED CONSENT FORM

Dear Colleague

I am conducting research on the effects of the implementation of the Skills Development Act on public Higher Education Institutions (HEIs) in South Africa. As part of my study I am investigating various aspects of the HEIs skills development system. The aim of the study is to identify generic trends that could be shared with other researchers. I would like to invite you to participate in this research. Your participation in a semi-structured interview focusing on various aspects of skills development will be sincerely appreciated.

Please note that:

• Your participation in this research is entirely voluntary; you are free to choose to participate or not to participate.
• You may decide to stop the interview at any time, since there is no penalty for withdrawing or refusing to participate.
• All information will be treated with the utmost confidentiality.
• If you agree to participate you need to sign this form as proof of your acceptance.

I understand the aim, procedures, risks and benefits of participating in this project and consent to participate in the research conducted by Mr L S Botha.

Participant: ____________________________
Date: ____________________________

INFORMED CONSENT FORM

Dear Colleague

I am conducting research on the effects of the implementation of the Skills Development Act on public Higher Education Institutions (HEIs) in South Africa. As part of my study I am investigating various aspects of the HEIs skills development system. The aim of the study is to identify generic trends that could be shared with other researchers. I would like to invite you to participate in this research. Your participation in a semi-structured interview focusing on various aspects of skills development will be sincerely appreciated.

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• If you agree to participate you need to sign this form as proof of your acceptance.

I understand the aim, procedures, risks and benefits of participating in this project and consent to participate in the research conducted by Mr L S Botha.

Participant: ____________________________
Date: ____________________________

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Please note that:

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• You may decide to stop the interview at any time, since there is no penalty for withdrawing or refusing to participate.
• All information will be treated with the utmost confidentiality.
• If you agree to participate you need to sign this form as proof of your acceptance.

I understand the aim, procedures, risks and benefits of participating in this project and consent to participate in the research conducted by Mr L S Botha.

Participant: ____________________________
Date: ____________________________

INFORMED CONSENT FORM

Dear Colleague

I am conducting research on the effects of the implementation of the Skills Development Act on public Higher Education Institutions (HEIs) in South Africa. As part of my study I am investigating various aspects of the HEIs skills development system. The aim of the study is to identify generic trends that could be shared with other researchers. I would like to invite you to participate in this research. Your participation in a semi-structured interview focusing on various aspects of skills development will be sincerely appreciated.

Please note that:

• Your participation in this research is entirely voluntary; you are free to choose to participate or not to participate.
• You may decide to stop the interview at any time, since there is no penalty for withdrawing or refusing to participate.
• All information will be treated with the utmost confidentiality.
• If you agree to participate you need to sign this form as proof of your acceptance.

I understand the aim, procedures, risks and benefits of participating in this project and consent to participate in the research conducted by Mr L S Botha.

Participant: ____________________________
Date: ____________________________
INFORMED CONSENT FORM

Dear Colleague,

I am conducting research on the effects of the implementation of the Skills Development Act on public Higher Education Institutions (HEIs) in South Africa. As part of my study, I am investigating various aspects of the HEIs’ skills development system. The aim of the study is to identify generic trends that could be shared with other researchers. I would like to invite you to participate in this research. Your participation is voluntary and the information you provide will be treated with the utmost confidentiality. If you agree to participate, you need to sign this form as proof of your acceptance.

Please note that:
• Your participation in this research is entirely voluntary; you are free to choose to participate or not to participate.
• You may decide to stop the interview at any time, since there is no penalty for withdrawing or refusing to participate.
• All information will be treated with the utmost confidentiality.
• If you agree to participate you need to sign this form as proof of your acceptance.

I understand the aim, procedures, risks and benefits of participating in this project and I ____________________________ (name and surname) consent to participate in the research conducted by Mr L S Botha.

Participant: ____________________________
Date: ________________

I understand these conditions and accept to participate in the study voluntarily.

Date: ________________
Addendum B

Consent to record interviews

CONSENT FOR RECORDING

Dear Colleague

As part of the study of the effects of the implementation of the Skills Development Act upon staff development within public Higher Education institutions of South Africa, the semi-structured interview will be audio recorded. The recordings will help the researcher to analyse what was said during the interviews. All the recordings will be destroyed after completion of the study. Nobody but the researcher will have access to these tapes.

Your signature below is an indication that you understand the above conditions and consent to audio recordings.

Participant: [Signature]

Date: [Date]

CONSENT FOR RECORDING

Dear Colleague

As part of the study of the effects of the implementation of the Skills Development Act upon staff development within public Higher Education institutions of South Africa, the semi-structured interview will be audio recorded. The recordings will help the researcher to analyse what was said during the interviews. All the recordings will be destroyed after completion of the study. Nobody but the researcher will have access to these tapes.

Your signature below is an indication that you understand the above conditions and consent to audio recordings.

Participant: [Signature]

Date: [Date]
CONSENT FOR RECORDING

Dear Colleague,

As part of the study of the effects of the implementation of the Skills Development Act upon staff development within public Higher Education institutions of South Africa, the semi-structured interviews will be audio recorded. The recordings will help the researcher to analyse what was said during the interviews. All the recordings will be destroyed after completion of the study. Nobody but the researcher will have access to these tapes.

Your signature below is an indication that you understand the above conditions and consent to audio recordings.

Participant:  

Date: 30 May 2007

CONSENT FOR RECORDING

Dear Colleague,

As part of the study of the effects of the implementation of the Skills Development Act upon staff development within public Higher Education institutions of South Africa, the semi-structured interviews will be audio recorded. The recordings will help the researcher to analyse what was said during the interviews. All the recordings will be destroyed after completion of the study. Nobody but the researcher will have access to these tapes.

Your signature below is an indication that you understand the above conditions and consent to audio recordings.

Participant: 

Date: 22 June 2007

CONSENT FOR RECORDING

Dear Colleague,

As part of the study of the effects of the implementation of the Skills Development Act upon staff development within public Higher Education institutions of South Africa, the semi-structured interviews will be audio recorded. The recordings will help the researcher to analyse what was said during the interviews. All the recordings will be destroyed after completion of the study. Nobody but the researcher will have access to these tapes.

Your signature below is an indication that you understand the above conditions and consent to audio recordings.

Participant:  

Date: 11 October 2007
Addendum C

Particulars of reference group members

Prof Elsie Greyling
Po Box 119, Hekpoort 1790
Hartebeestfontein,
Hekpoort 1790.
014 576 2351
Department of Human Resources
University of Johannesburg
011 559 3113

Prof Nico Sauer
Department of Mathematics
University of Pretoria
012 343 6997
012 420 3558
Addendum D

Personal value orientation

I believe that the implementation of the SDA has drawn attention to staff development as a mainstream strategic agenda of institutions of Higher Education.

Staff development opportunities enhance personal growth and capabilities. As such, the primary goal of HEIs employee education, training and development (staff development) is to enhance institutional effectiveness towards quality service delivery. The outcome of staff development opportunities determines HEIs performance. However, the process of learning, remain key to human development and not the actual credit value attached to the learning process. Therefore, I believe that a conscious effort should be made to create and enhance a learning environment conducive to learning. In addition, the staff development environment of HEIs should also allow redress, but not to the deficit of HEIs quest for quality service delivery. Against this background I stand to argue that the Skills Development Act, if properly communicated to HEIs and supported by it’s structures would be beneficial to HEIs and ultimately SA, of which I am a proud citizen.

I believe it is a good idea to plan and budget development opportunities for all employees, in addition also to have specific strategies aimed at redress. Furthermore, these strategies could be shared with the government. However, I believe that penalising institutions on the grounds of inadequate performance towards certain national targets without allowing HEIs to explain why such targets cannot be met, seems to have close ties with a communist ideology that would be detrimental to our democratic society.
### Ethical considerations: Confirmation at face-to-face meeting with SDF

<table>
<thead>
<tr>
<th></th>
<th>Introduction</th>
<th>Confirmation = ✓</th>
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<tbody>
<tr>
<td>1</td>
<td>Note that the aim of the inquiry is to determine the effects of the</td>
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<td></td>
<td>implementation of the SDA on HEIs. To this end, the aim of our</td>
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<td></td>
<td>interview would be to gain an understanding of the meaning of</td>
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<td></td>
<td>staff development within your institution as well as to identify the</td>
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<td>unique critical features of staff development within your HEI.</td>
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<td></td>
<td>Confirm the blessing of particular Human Resources Director.</td>
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<td>1.2</td>
<td>Stress that, in accordance with the ethical proceedings of scholarly</td>
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<td></td>
<td>research, written consent from the SDF is required. Please complete the</td>
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<td></td>
<td>consent form to participate in this research as well as the consent form</td>
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<td>that our interview may be audio recorded.</td>
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<tr>
<td>1.3</td>
<td>Note that the name of the SDF and institution will not be used. The</td>
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<td></td>
<td>information that will be shared will be kept strictly confidential (only</td>
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<td>for research purposes).</td>
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<td>1.4</td>
<td>Note that when you feel offended or uncomfortable about answering certain</td>
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<td></td>
<td>question(s), it remains your prerogative to withhold information or explain</td>
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<td></td>
<td>why that particular question cannot be answered.</td>
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<td>1.5</td>
<td>Note that you as SDF represent the institution – in other words you will</td>
<td></td>
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<td></td>
<td>answer the question(s) in terms of how your particular HEI views staff</td>
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<td>development and skills development. The aim of the inquiry is not to tap</td>
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<td>into your views in this regard.</td>
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<td>1.6</td>
<td>Note: I prepared a semi-structured questionnaire that I intentionally did</td>
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<td>not forward to you before our interview. The reason for not forwarding the</td>
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<td></td>
<td>questionnaire to you before our meeting is to ensure that you do not</td>
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<td></td>
<td>prepare answers beforehand.</td>
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</tbody>
</table>
Addendum F

<Date>
Prof <person>
Director: Department of Human Resources
UNIVERSITY

Dear Professor <person>

Request for consent for Mr Louw Botha to discuss Skills Development matters with your institution's Skills Development Facilitator for a PhD research project

My intention to do a research project on the effects of the implementation of the Skills Development Act in Higher Education Institutions (HEI), was discussed at the HEI Human Resources Directors' Forum, held in May 2005 at Stellenbosch. The research project was later registered (PhD Organisational Behaviour, University of Pretoria), and is at the stage of the empirical research. To obtain data for this empirical research, please would you grant approval so that I can discuss, with your institution's Skills Development Facilitator, some matters relating to staff development and the implementation of the Skills Development Act in your institution.

I wish to invite the seven Skills Development Facilitators of the HEI in Gauteng to take part in this research.

The stated aim of this research is to determine the effects of the implementation of the Skills Development Act (SDA) within the HE. The purpose of this study is to determine the underlying intent of the SDA, and then to determine whether such intent coincides with or differs from the prevailing view of staff development in HEIs. All the information shared and the data obtained from interviews will be kept strictly confidential. Where information may have to be used to demonstrate a point of interest, the source of information and the identity of person providing the information will not be disclosed.

Participants will be asked to participate in a one-hour semi-structured personal interview and a one-hour semi-structured telephone interview. The SDF may also be invited to participate in a focus group with some of his/her colleagues. The interview and/or the focus group meeting will be held at a time and place convenient to the participants. The participation of the SDFs in this research is entirely voluntary; they are free to choose whether or not they will participate. They are free to stop the interview at any time, since there is no penalty for withdrawing or refusing to participate. All information will be treated with the strictest confidentiality, and if your institution's SDF agrees to participate, the SDF should please sign a form as proof of consent.

Potential benefits
Although there may not be a direct benefit from participating in this research, the results may well prove enlightening. For this reason, you and the SDF will receive a copy of the final report. If you have any questions about this project, you are welcome to contact the researcher on 012-420-4038 or 083 583 1316 or louw.botha@up.ac.za Your consent would be highly appreciated.

Yours sincerely

Louw Botha (Mr)
Categorisation of Codes: Sample

- SDA levy is a sign of mistrust between Government and HEIs
- SDA makes HEIs responsible for national skills development
- SDA Memorandum: SA poor performance attributed to low levels of investment in ETDT in the workplace
- SDA perceived as a form of tax
- SDA perceived as an invasion of institutional privacy
- SDA quote to increase levels of investment in ETDT
- SDA quote to achieve by shortening
- SDA quote: achieve ETDT through skill development
- SDA quote: learnerships towards qualification
- SDA reporting time frame differs with HEIs actual ETDT annual time frame
- SDA requires ETDT programmes developed against national unit standards
- SDA: resent function in HE
- SDA seen not to value non-designated employees
- SDA structures NSA
- SDA structures: related policies, SAQA, accreditation
- SDA structures SETA to allocate grants when industry meet compliance criteria
- SDA structures SETA to monitor industry ETDT
- SDA structures SETAs
- SDA structures: NSAs
- SDA structures: management
- SDA workplace ETDT is accredited by SETAs whilst formal education programmes by GHE
- SDA: ETDT to improve: programmes, complementarity (IFA) and subsequent research
- SDA: ETDT to improve productivity
- SDA: learnerships to improve primary productivity
- SDA: increase ETDT in ETDT in the labour market
- SDA: learning directed towards workplace needs
- SDA: SA poor performance attributed to low levels of ETDT investment
- SDA: Skills programmes towards qualification
- SDA: To achieve the goals of ETDT, learnerships, Skills, and ETDT training programmes
- SDA: Confusing explanation of terminology
- SDA members feel it is unjust to focus on accredited workplace learning
- SDA perceived a mechanistic system to manage human behaviour
- SDA members question: SETA is focused on designated staff members
- SDA: perceives HEIs to manage ETDT on an equal basis
- SETA to allocate grants when industry meet compliance criteria (Authors)
- SETA to monitor HEIs ETDT practices
- Skills development case studies limited to SA Industry (Authors)
- Skills Development case studies: SA HEIs limited (Authors)
- Social interaction (ICT) is woven key in human performance (HCT)
- SDA ETDT: referred to in HEIs (Authors)
- The spirit of mediation and discussion relates to CTCT
- SDA: STT document is frequently used to justify ETDT activities in HEI
Addendum H

Editorial proof:

I, the undersigned Mrs Gillian Frances Allen de Jager, certify that I have edited the English of this PhD thesis, completing the final version on 21 November 2008.

Mrs Gillian Frances Allen de Jager
Member of the South African Translators' Institute (Membership No. 1000373)
BA (Nursing), University of Pretoria;
BA (Hons)(Psych.) Unisa; BA (Hons)(Eng.) *cum laude*, Unisa
Sworn translator of the High Court of South Africa, Reg. No. 28353/97
*Ex Officio* Commissioner of Oaths