

ANNEXURE 1

INTERNAL CONTROL MECHANISMS OF AN ENTERPRISE IN RESPONSE TO OPERATIONAL
CHANGES IN SUPPLY MANAGEMENT

The purpose of this study is to investigate the internal control mechanisms of an enterprise in response to operational changes in supply management. The study is based on a questionnaire survey of 100 managers in the manufacturing sector. The questionnaire covers the following areas: (1) the nature and extent of operational changes in supply management; (2) the internal control mechanisms used to respond to these changes; and (3) the effectiveness of these mechanisms. The results of the study are discussed in the following sections.

ANNEXURE 1

Questionnaire on TQM and change

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
1. Our organization has a clear vision of the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our organization has a clear mission statement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our organization has a clear set of values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our organization has a clear strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Our organization has a clear organizational structure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Our organization has a clear system of internal control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Our organization has a clear system of external control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Our organization has a clear system of quality management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Our organization has a clear system of change management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Our organization has a clear system of risk management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ANNEXURE 1

TOTAL QUALITY MANAGEMENT AS A RESPONSE TO EDUCATIONAL CHANGES IN SCHOOL MANAGEMENT

The purpose of this questionnaire is to find out whether there are schools which are managed through a total quality management approach which encourages continuous improvement of performance in all aspects of schooling. It is also the purpose of this questionnaire to find out whether educational changes introduced in the South African Education system since 1994, are indeed bringing about the desired improvements of quality education and effective schools. Thirdly, this questionnaire seeks to find out whether school managers are properly equipped with the necessary skills to manage or cope with this change.

	FOR OFFICE USE ONLY								
1. Respondent number	V 1 <input style="width: 30px; height: 20px;" type="text"/> <input style="width: 30px; height: 20px;" type="text"/> <input style="width: 30px; height: 20px;" type="text"/> 1-3								
2. Card number	V 2 <input style="width: 40px; height: 20px;" type="text"/> 4								
SECTION A: BIOGRAPHICAL DATA									
Kindly put a cross or answer on the space provided.									
1. What is your age in complete years?									
<input style="width: 100%; height: 25px;" type="text"/>	V 3 <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> 5-6								
2. In which district/area is your school located?									
<input style="width: 100%; height: 25px;" type="text"/>	V 4 <input style="width: 30px; height: 20px;" type="text"/> 7								
3. In which circuit is your school located?									
<input style="width: 100%; height: 25px;" type="text"/>	V 5 <input style="width: 30px; height: 20px;" type="text"/> 8								
4. What is your present position?									
<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>Principal</td><td style="text-align: center;">1</td></tr> <tr><td>Deputy Principal</td><td style="text-align: center;">2</td></tr> <tr><td>Head of Department</td><td style="text-align: center;">3</td></tr> <tr><td>Educator</td><td style="text-align: center;">4</td></tr> </table>	Principal	1	Deputy Principal	2	Head of Department	3	Educator	4	V 6 <input style="width: 30px; height: 20px;" type="text"/> 9
Principal	1								
Deputy Principal	2								
Head of Department	3								
Educator	4								
What type of school are you attached to?									
<input style="width: 100%; height: 25px;" type="text"/>	V 7 <input style="width: 30px; height: 20px;" type="text"/> 10								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Primary</td><td style="text-align: center;">1</td></tr> <tr><td>Intermediate/Combined</td><td style="text-align: center;">2</td></tr> <tr><td>Secondary</td><td style="text-align: center;">3</td></tr> </table>	Primary	1	Intermediate/Combined	2	Secondary	3			
Primary	1								
Intermediate/Combined	2								
Secondary	3								

SECTION B:

This section is aimed at finding out whether schools are managed in a way which ensures an on-going high standard of teaching and learning, in other words, whether they are managed in a way which ensures and encourages continuous improvement in their total performances, academic and otherwise.

In this section you simply put a cross on the block that applies to you.

Example:

YES	NO
-----	----

If you disagree with the question, then you put a cross on NO as indicated above.

6. Does your school focus on satisfying its customers, that is, learners, parents and the community?

YES	NO
-----	----

V 8

11

7. Does your school have policies and plans which ensure the achievement of high standards of performance by all in the school?

YES	NO
-----	----

V 9

12

8. Are all staff members in your school clear about their roles and responsibilities?

YES	NO
-----	----

V10

13

9. Has there been a continuous improvement on your school's external examination results for the past two years?

YES	NO
-----	----

V11

14

10. Does your school encourage creativity by staff members?

YES	NO
-----	----

V12

15

11. Does your school view quality as a means to improve customer satisfaction?

YES	NO
-----	----

V13

16

12. Does your school have good discipline for both learners and educators?

YES	NO
-----	----

V14

17

13. Does your school have clear evaluation strategies?

YES	NO
-----	----

V15

18

14. Does your school have clearly outlined vision and mission statements?

YES	NO
-----	----

V16

19

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15. Do all members of staff in your school know about the vision and mission Statement of the school (could they Describe if it asked

YES NO

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V 17 20

16. Does your school have a clean and Orderly school surrounding?

YES NO

V 18 21

17. Does your school have a professionally qualified staff

YES NO

V 19 22

SECTION C:

This section is aimed at finding out whether educational change, as introduced in the South African education system since 1994, has indeed brought about any significant improvements in the education system in general and the performance of managers, educators and learners in particular, as compared to the pre-1994 education system. In this section, put a cross on the block that applies to your situation.

18. Parental and community involvement and support in your school at present.

Better	Same	Worse
3	2	1
3	2	1
3	2	1
3	2	1
3	2	1
3	2	1
3	2	1
3	2	1
3	2	1

V 20 23

19. Frequent monitoring of learner progress

3 2 1

V 21 24

20. Emphasis on teaching and learning in your school.

3 2 1

V 22 25

21. Teachers commitment to teaching all periods on all school days in your school.

3 2 1

V 23 26

22. Learners commitment to attending all periods everyday except with valid reasons like being sick for instance

3 2 1

V 24 27

23. Commitment to continuous improvement of performance by both educators and learners.

3 2 1

V 25 28

24. Attendance and punctuality by educators in your school

3 2 1

V 26 29

25. Attendance and punctuality by learners in your school

3 2 1

V 27 30

	Better	Same	Worse	FOR OFFICE USE ONLY	
26. Learners discipline, hardwork and commitment at present in your school	3	2	1	V 28 <input type="checkbox"/> 31	
27. Recognition of learner achievement By way of giving awards to the best achievers.	3	2	1	V 29 <input type="checkbox"/> 32	
28. Healthy human relationship between principal, staff, learners and parents.	3	2	1	V 30 <input type="checkbox"/> 33	
29. Provision of adequate teaching facilities enough classrooms, libraries laboratories and security fencing.	3	2	1	V 31 <input type="checkbox"/> 34	
30. Supply of water, electricity, writing materials and textbooks.	3	2	1	V 32 <input type="checkbox"/> 35	
31. Sharing of responsibilities by educators amongst themselves – co-operative teamwork.	3	2	1	V 33 <input type="checkbox"/> 36	
32. Principal's dedication, loyalty and commitment in leading change in your school.	3	2	1	V 34 <input type="checkbox"/> 37	
SECTION D:					
This section seeks to find out whether school managers are properly equipped with the necessary managerial skills to manage or cope with this situation. Put a cross on the block that is relevant to your situation as in previous sections.					
33. Do you as a school manager possess the skills of managing a school management team on all educational matters?	<input type="checkbox"/> YES		<input type="checkbox"/> NO		V 35 <input type="checkbox"/> 38
34. Do you possess skills for managing change?	<input type="checkbox"/> YES		<input type="checkbox"/> NO		V 36 <input type="checkbox"/> 39
35. Are you given regular in-service training in conflict management?	<input type="checkbox"/> YES		<input type="checkbox"/> NO		V 37 <input type="checkbox"/> 40
36. Are you given regular in-service training in financial management?	<input type="checkbox"/> YES		<input type="checkbox"/> NO		V 38 <input type="checkbox"/> 41

		FOR OFFICE USE ONLY				
37.	Are you skilled in strategic planning and education transformation or change?	YES	NO	V39	<input type="checkbox"/>	42
38.	Do you possess skills to engage your subordinates in the running of your school such as organisation, planning, delegation and evaluation?	YES	NO	V40	<input type="checkbox"/>	43
39.	Do you possess skills to maintain an interpersonal relations in the school as well as sound working climate?	YES	NO	V41	<input type="checkbox"/>	44
40.	Do you attend training programmes where your communication skills are further developed?	YES	NO	V42	<input type="checkbox"/>	45
41.	Do you possess skills to negotiate effectively with staff, students and the community?	YES	NO	V43	<input type="checkbox"/>	46
42.	Have you developed skills in decision making and problem solving?	YES	NO	V44	<input type="checkbox"/>	47
43.	Does your district office offer opportunities for continuing professional development for managers and staff?	YES	NO	V45	<input type="checkbox"/>	48
44.	Does your school possess the following documents on policy and law of education?					
44.1	White Paper on Education and Training of the 15th March 1995 (Act No 196 of 1995)?	YES	NO	V46	<input type="checkbox"/>	49
44.2	National Education Policy Act, 1996 (Act No 27 of 1996) - dealing with admission, policy for ordinary public schools?	YES	NO	V47	<input type="checkbox"/>	50
44.3	South African Schools Act, 1996 (Act No 84 of 1996) - dealing with national norms and standards for school funding?	YES	NO	V48	<input type="checkbox"/>	51

		FOR OFFICE USE ONLY	
44.4.	Understanding the SA School Act- What public school governors need To know – aimed at explaining the basic aspects of SASA of 1996 as it applies to the public schools?	YES NO	V 49 <input type="checkbox"/> 52
44.5.	Guidelines for the consideration of Governing bodies in adopting a code of conduct for learners (Government 1998) Gazette No 18900 of May 1998)- which is based on the SASA.	YES NO	V 50 <input type="checkbox"/> 53
45.	Are the above-mentioned policy documents being followed or consulted in the day to day running of your school?	YES NO	V 51 <input type="checkbox"/> 54
46.	Do members of your staff understand and implement the South African School Acts of 1996 as it applies to the public schools?	YES NO	V 52 <input type="checkbox"/> 55
47.	Are your governing body members In possession of the documents: Understanding the S.A. schools Act-what public school governors need to know?	YES NO	V 53 <input type="checkbox"/> 56
48.	Do they understand and implement the contents of the document in 47 above:	YES NO	V 54 <input type="checkbox"/> 57
49.	Is your school run in accordance with the provision as laid down in the above stated policy documents?	YES NO	V 55 <input type="checkbox"/> 58

THANK YOU SO MUCH FOR YOUR EFFORTS!!

Follow-up structured interview probe on TQM

To School Principals, Deputies, HOD's and Teachers

Please answer these few questions honestly and briefly. Responses are strictly confidential as to name of individual or school visited.

1. Does your school strive towards quality and excellence in all aspects of its performance as seen by learners, parents and the community?

YES NO

2. Does your school have quality work (work of a high standard) each year to improve its service to the community?

YES NO

3. Do all educators in your school (for normal school subjects) teach all pupils on all school days?

YES NO

4. Do all learners in your school complete to standard at year's end for every subject with good reasons like absence by

YES NO

ANNEXURE 2

Follow-up structured interview probe on TQM and change

1. Is attendance by all students good?

YES NO

2. Is punctuality by all educators good?

YES NO

3. Is attendance by all learners good?

YES NO

4. Is punctuality by all learners good?

YES NO

5. Does your school have good discipline for learners?

YES NO

6. Is there an improvement in personal development and welfare in your school at present?

YES NO

A Follow-up Structured Interview Probe on TQM

To Selected Principals, Deputies, HOD's and Educators.

Please answer these few questions honestly and without reservations. Anonymity is strongly guaranteed as no name of individual or school is needed.

1. Does your school strives towards satisfying the needs and expectations of its customers, that is, learners, parents and the community?

YES	NO
-----	----

2. Does your school view quality work (work of a high standard) as a means to improve customer satisfaction.

YES	NO
-----	----

3. Do all educators in your school (under normal circumstances) teach all periods on all school days?

YES	NO
-----	----

4. Are all learners in your school committed to attending all periods everyday except with valid reasons like sickness for example?

YES	NO
-----	----

5. Is attendance by all educators good?

YES	NO
-----	----

6. Is punctuality by all educators good?

YES	NO
-----	----

7. Is attendance by all learners good?

YES	NO
-----	----

8. Is punctuality by all learners good?

YES	NO
-----	----

9. Does your school have good discipline for learners?

YES	NO
-----	----

10. Is there an improvement on parental involvement and support in your school at present?

YES	NO
-----	----

11. Are all staff members in your school committed to continuous improvement of performance?

YES	NO
-----	----

12. Have the changes introduced since 1994 brought any improvement in your school?

YES	NO
-----	----

13. Do you think there are quality schools which offer quality education in your circuit and or district?

YES	NO
-----	----

14. Is your school one of the quality schools which offer quality education in your circuit and or district?

YES	NO
-----	----

15. According to you, what is that makes a school "a quality school". Name two characteristics which "quality schools" should have.

.....

.....

Thank you very much for your time and efforts!!

ANNEXURE 3

Application to conduct research in the Northern Region of the Northern
Province Department of Education


M. H. LUKHARENI

ANNEXURE 3

P.O. Box 1884
THOHOYANDOU
0950
03 March 1999

The Regional Director
Northern Province Department of Education
Northern Region
P/Bag x2250
SIBASA
0970

PERMISSION TO CONDUCT RESEARCH IN THE NORTHERN REGION (3)

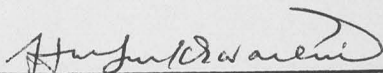
I am currently conducting a research project on "Total Quality Management as a response to educational changes in school management" with the University of Pretoria.

I wish to be given permission by your Department to distribute questionnaires to randomly selected Principals, Deputy Principals and H.O.D's of some primary and secondary schools in your region.

The results of this study along with recommendations will be made available to your department. Attached hereto please find a letter confirming my registration with the university.

Hoping to receive your positive response as soon as possible.

Yours faithfully


M.H. LUKHWARENI

Northern Province

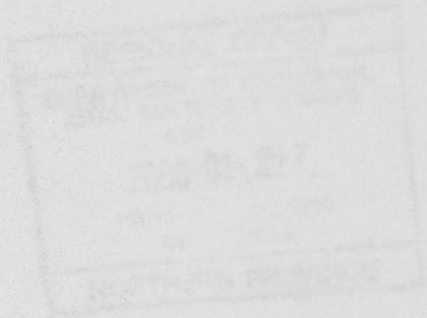
DEPARTMENT OF EDUCATION

NORTHERN REGION

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REF: N/11
ENO: MARGALELA S.M.

ALL DISTRICT MANAGERS
NORTHERN REGION



CIRCULAR NO. 14 OF 2000.

PERMISSION TO CONDUCT RESEARCH:
MR. M.H. LUKHWANI (EDUCATIONAL MANAGEMENT)

ANNEXURE 4

1. The above matter is...
2. Permission is hereby granted to Mr. M.H. Lukhwani to conduct research in schools under the region's jurisdiction as part of his studies with the University of Pretoria. The topic of his research is...

TOTAL QUALITY MANAGEMENT - AN OBSTACLE TO EDUCATIONAL CHANGES IN SCHOOLS - AN INVESTIGATION

3. He would like to distribute questionnaires to Principals, Deputy principals, HOD's and other staff to get their views on the changes introduced since the year 1996. Those who shall have taken part in the research shall get access to his findings.

The Region requests all the schools staff to co-operate with him by rendering any assistance that will ensure the success of his research.

[Signature]
REGIONAL DIRECTOR, EDUCATION
Johannesburg



Northern Province

264

DEPARTMENT OF EDUCATION

NORTHERN REGION

Private Bag X2250

SIBASA

VENDA

0970

Tel.: 015 9621313, 015

96 21331

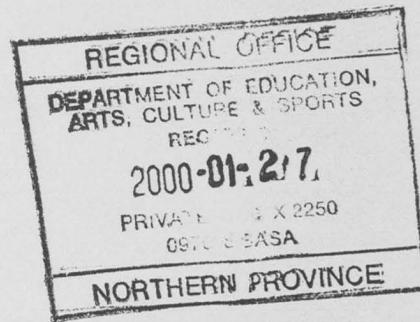
Fax.: 015 962 6039/

9623 07 6

REF: 8/3/1.

ENQ: MAKGAHLELA S.M.

ALL DISTRICT MANAGERS
NORTHERN REGION.



CIRCULAR NO. 14 OF 2000.

PERMISSION TO CONDUCT RESEARCH:
MR.M.H.LUKHWARENI(EDUCATIONAL MANAGEMENT).

1. The above matter refers.
2. Permission is hereby granted to Mr. M.H.Lukhwareni to conduct research in schools under our region's jurisdiction as part of his studies with the University of Pretoria. The topic of his research is:-

**TOTAL QUALITY MANAGEMENT AS A RESPONSE TO
EDUCATIONAL CHANGES IN SCHOOL MANAGEMENT.**

3. He would like to distribute questionnaires to Principals, Deputy principals, HOD's and educators to get their views on the changes introduced since the year 1994. Those who shall have taken part in the research shall get access to his findings.

The Region requests all the schools staff to co-operate with him by rendering any assistance that will ensure the success of his research.

Altothando
REGIONAL DIRECTOR: EDUCATION
dombs

P. O. Box 104
Trompsburg 1200
Tel: 018 252 4111
Fax: 018 252 4112

UNIVERSITY OF PRETORIA MANAGEMENT TEAMS AND EDUCATORS

Dear Sir/Madam,

I am conducting a research study on "Total Quality Management as a response to organisational change in school management".

The study consists of 10 schools in the management team as simply consists of the management team with the principal of the school management team (principal deputy and school staff) and the school management team and school staff. The school management team and school staff are the main focus of the study as the implementation of educational change is mainly

dependent on the management team and school staff of the school management team. The study is a qualitative study and the results will be used to inform the implementation of educational change in schools.

ANNEXURE 5

Request to school management teams and educators

I am conducting a research study on "Total Quality Management as a response to organisational change in school management". The study is a qualitative study and the results will be used to inform the implementation of educational change in schools.

Yours faithfully,

M. H. Lukhwareni

P.O.Box 1884
THOHOYANDOU
0950

09 November 1999

TO SCHOOL MANAGEMENT TEAMS AND EDUCATORS

I am conducting a research study on "Total Quality Management as a response to educational changes in school management".

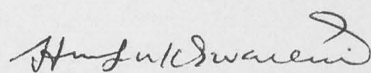
This study postulates that total management, or simply continuous improvement can only take place if the school management team (principal, deputy and HOD's) and educators are committed to it. Similarly, the school management team and educators are also crucial for the successful implementation of educational changes in schools.

As a valued and experienced member of the school management team and educator I am therefore eager to obtain your response which I think will help immensely in this research study.

I would appreciate it if you would complete the questionnaires and return them to your principal from whom I will collect them. You do not have to write your name or that of your school on the questionnaire as no individual or school will be identified when reporting the results of this research study. Strict confidentiality and anonymity will be observed and maintained in this research undertaking.

Thanking you in anticipation.

Yours faithfully


HM LUKHWARENI