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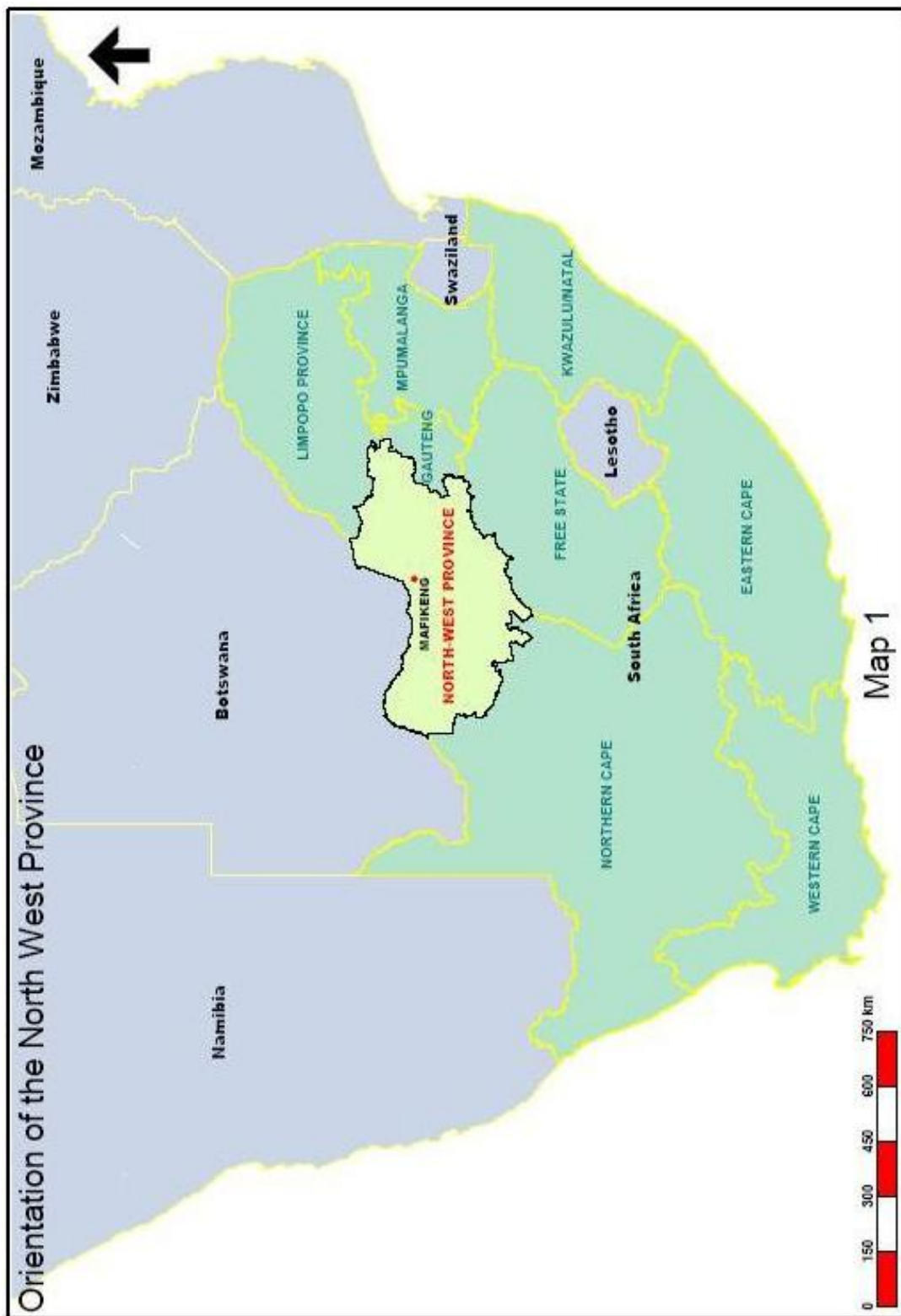
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Annexure A





ANNEXURE B



Office of the Premier

Director General

Enquiries : R.K. Mogorosi
Tel : (018) 3873105
Date : 09 December 2005

Mr. T.S. Matshego
Private Bag X 2046
Mmabatho
2735

**REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE
NORTH WEST PROVINCIAL GOVERNMENT**

Kindly be informed that your request on the above mentioned matter has been granted. You're therefore requested to contact Director: Human Resource Management, Mr. K.H. Digoamaje on **(018 387 3106)** for further assistance.

Regards



DIRECTOR GENERAL

2005.12.09
DATE

Cc: Director: HRM
Mr. K.H. Digoamaje





ANNEXURE C



Office of the Premier
The Director General

Enq : Mr. P. Botha
Tel : (018) 387 4286
Date : 20 April 2006

Mr. T. S. Matshego
Private Bag X 2046
Mmabatho
2735

Dear Mr. T. S. Matshego

**REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE NORTH WEST
PROVINCIAL GOVERNMENT**

The above mentioned matter, refers.

You are kindly requested to contact the Human Resource Components of the departments that you mentioned directly for your research, meaning that the information is directly obtainable from those departments.

I hereby include the contact details of the Human Resource Managers of the said departments.

- | | | |
|---------------------------------------|--------------------|----------------|
| • Department of Health | Ms. D. Mafulako | (018) 387 3419 |
| • Department of Social Development | Mr. T. Aphiri | (018) 387 0217 |
| • Department of Agriculture | Mr. S. Morake | (018) 389 5775 |
| • Department of Arts Culture & Sports | Mr. T. Mpuisang | (018) 387 7752 |
| • Department of Education | Ms. P. De Nysschen | (018) 387 3426 |



- 2 -

You are advised to produce the letter of approval for your research proposal that you received from the Director General when approaching these departments for information.

Regards

[Handwritten signature]
.....
DIRECTOR GENERAL

20/04/2006
.....
DATE



ANNEXURE D

Tel: +27 18 3892215

Fax: +27 18 3892335

E-mail: Matshegot@uniwest.ac.za

ATTENTION: HUMAN RESOURCE DEPARTMENT

Your request for completion of an interview protocol on the institutional support for capacity building of senior public servants

Attached is a structured interview protocol which you are kindly requested to complete and return to me as soon as possible. The protocol is part of the study on the support for capacity building of the senior public servants in the North West Provincial Government. Effective support for capacity building is generally vital for a high degree of order and consistency in the implementation of policy in the public service. This view has found rightful expression in the speeches of the President, Dr Thabo Mbeki and the Minister of the Public Service and Administration, Mrs Fraser-Moleketi as well as in the newly published State of the Public Service Report by the Public Service Commission (PSC).

Institutional approval for this research was obtained from the Office of the Premier and is co-operating in the study. I know, of course, that I am imposing on your time but kindly appreciate that the purposes of doing so are sound and are in the best interest of the public service. I, however, assure you in the strongest possible terms that the answers you provide will remain completely confidential; neither you nor your Department will be singled out for analysis. The analysis will be done only on aggregated data.

Your completion and return of this questionnaire is of great importance. If you have any further information about this questionnaire, please do not hesitate to contact me at this cellular number: **076 270 3841**. Thank you in advance for your co-operation in this study.

Yours sincerely,

**TABANE MATSHEGO
RESEARCH LEADER**



1.6 Does your Department have a written HR plan?

Yes		No	
-----	--	----	--

1.7 Are senior public servants involved in the HR planning of your Department?

Yes		No	
-----	--	----	--

1.7.1 If yes then what are their responsibilities?

1.8 Are senior public servants involved in the linkage process between the strategic management process and the HR planning process?

Yes		No	
-----	--	----	--

1.8.1 If yes then what are their responsibilities?

1.9 What have been the results of the plan in supporting your Department to achieve its vision?

1.10 Does HR Department communicate or provide feedback regarding 1.5, 1.6, 1.7 and 1.8 to the senior public servants?

Yes		No	
-----	--	----	--

1.10.1 If yes, which methods are used?

SECTION B

2. Induction of senior public servants



2.1 Does your organization have an induction policy for its senior public servants?

Yes		No	
-----	--	----	--

2.1.1 If yes, then what does it entail?

2.2 Does your Department have an induction programme for senior public servants?

Yes		No	
-----	--	----	--

If Yes then

2.2.1 What does the programme entail?

2.2.2 When does the programme begin?



2.2.3 How long does the programme last?

2.2.4 Who participates in the programme?

2.2.5 How do you induct senior public servants?

2.2.6 How often do you induct your senior public servants?



2.3 Is there an annual budget for the induction of senior public servants?

2.4 Does your Department evaluate the induction programme?

Yes		No	
-----	--	----	--

2.4.1 If yes then what elements are measured?

2.4.2 Which measures are used?

2.4.3 Who is responsible?

3.5 How are these training and development needs identified for senior public servants?

3.6 What informs the HR Department to conduct training and development needs for senior public servants?

3.7 Who is involved in the identification of training and development needs of senior public servants?



3.11 What is the level of support in terms of the following?:

3.11.1 Time

3.11.2 Finance

3.11.3 Commitment



SECTION D

4. Delivery and assessment of training and development

4.1 Who is responsible for training and development of senior public servants?

4.2 Which training and development approaches have been followed in the last four years?

4.3 Which programmes have been offered to senior public servants in the last four years?



4.4 Which systems are used to ensure that the approaches and programmes effectively satisfy the HR and your Department's vision and mission?

4.5 What happens after the training and development event from a senior public servants point of view?

4.6 How do you ensure the application of skills and knowledge learned or acquired by senior public servants?

4.7 How do you ensure the transfer of skills and knowledge learned or acquired by senior public servants?

4.8 What systems are in place to transform individual knowledge into public service results?

4.9 Are the systems mentioned in 4.8 capable of transforming individual knowledge into public service results?

Yes		No	
-----	--	----	--



4.10 If yes what evidence or results are recorded?

SECTION E

5. Implementation and assessment of the competency framework

5.1 How was the competency framework introduced in the North West Province public service for the senior public servants?

5.2 What actions have been taken by your Department for effective in order to ensure effective implementation of the competency framework for the senior public servants?



5.3 What have been the challenges experienced during the implementation of the competency framework?

5.4 How did the HR respond to the challenges mentioned in 5.3?

5.5 What was the role of senior public servants in the implementation of the competency framework?

5.6 Who is responsible for evaluating the implementation of the competency framework for senior public servants?

5.7 Is the competency framework an HR strategy for the training, and development of senior public servants?

5.8 Is the competency framework an HR strategy for the performance of senior public servants in the public service?

5.9 Since the introduction of the competency framework in the public service has your Department made assessment of it?

Yes		No	
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5.9.1 If yes, how does the competency framework support individual performance of the senior public servant?

5.9.2 How does competency framework support the general performance of the senior public servants in your Department?

SECTION F

6. Evaluation of the mechanisms in place to support the development and performance of senior public servants

6.1 What measures are currently within the HR to diagnose development and performance of the senior public servants?



6.6 If yes, then how well?

6.7 How well do the senior public servants compare to the output of the public service's exemplary performers?

6.8 How well do the public servants performance match the public service and service delivery requirements essential to the achievement of Batho pele White Paper in your Department?

6.11 Does the HR benchmark its competency approach to senior public servants training, development and appraisal with other HR Departments with the North West Provincial Government?

6.12 Are there formal networks for senior public servants exchange which are handled supported by the HR?

Yes		No	
-----	--	----	--

6.12.1 If yes, how are these supported by your Department?

6.13 Are there any secondments in the category of senior public servants approved by the HR in the last three years?

Yes		No	
-----	--	----	--

6.13.1 If yes, what have been the reasons for secondments?



6.13.2 What have been the results?

**Thank you for your understanding and patience in completing
this structured interview protocol**



ANNEXURE E

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**ATTENTION: DEPUTY DIRECTOR GENERAL
CHIEF DIRECTOR
DIRECTOR**

Your request for completion of a questionnaire on the institutional support for capacity building of senior public servants

Attached is a questionnaire which you are kindly requested to complete and return to me as soon as possible. The questionnaire is part of the study on the support for capacity building of the senior public servants in the North West Provincial Government. Effective support for capacity building is generally vital for a high degree of order and consistency in the implementation of policy in the public service. This view has found rightful expression in the speeches of the President, Dr Thabo Mbeki and the Minister of the Public Service and Administration, Mrs Fraser-Moleketi as well as in the newly published State of the Public Service Report by the Public Service Commission (PSC).

Institutional approval for this research was obtained from the Office of the Premier and is co-operating in the study. I know, of course, that I am imposing on your time but kindly appreciate that the purposes of doing so are sound and are in the best interest of the public service. I, however, assure you in the strongest possible terms that the answers you provide will remain completely confidential; neither you nor your Department will be singled out for analysis. The analysis will be done only on aggregated data.

Your completion and return of this questionnaire is of great importance. If you have any further information about this questionnaire, please do not hesitate to contact me at this cellular number: **076 270 3841**. Thank you in advance for your co-operation in this study.

Yours sincerely,

**TABANE MATSHEGO
RESEARCH LEADER**



ANNEXURE F

This questionnaire is part of research on the evaluation of the institutional support for managerial capacity building of the senior public servants in the North West Province. It consists of six sections which require your biographical data, knowledge and expectations about management development, approaches to management development, attitudes about management development, application and assessment of the Senior Management Service competency framework and the support for management development.

**SECTION A
BIOGRAPHICAL DATA**

1.1 What is your gender?

Male	
Female	

1.2 What is your age range?

25-30			46-50	
31-35			51-60	
36-40			61-65	
41-45			Other	

1.3 What is your present occupation?

Job title		No. of years in the position
Superintendent General		
Deputy Director General		
Chief Director		
Director		

1.4 Before you occupied the position mentioned in 1.3 what were you doing?

Category	Sector (e.g. Public)	Position	No. of years
Employed			
Employed			
Unemployed			

1.5 What are your main educational achievements?

Educational qualifications	Year obtained
1.	
2.	
3.	

1.6. Are you presently studying for a higher qualification?

Yes		No	
-----	--	----	--



1.6.1 If the answer is yes, then which one? _____

SECTION B
EXPECTATIONS AND KNOWLEDGE

Expectations and knowledge		Yes	No	Not sure
1	Do you expect to be working with your Department in five years' time?			
2	Do you expect to be promoted to a higher grade in the next five years?			
3	Do you have a job description?			
4	Has your job description been reviewed in the last 12 months?			
5	Does your Department have a policy for reviewing job descriptions?			
6	Do you know what Senior Management Service Competency Framework is?			
7	Does your Department have a written strategic plan?			
8	Does your Department have a written Human Resource Strategy?			
9	Does your Department have a written Human Resource plan?			
10	Does your Department have a written HR plan for senior public servants?			
11	Does your Department have a written Induction Policy?			
12	Does your Department have an Induction Plan?			
13	Does your Department have a standard Induction Programme for all staff?			
14	Does your Department have a standard Induction Programme for its senior public servants?			
15	Does your Department have an Induction budget?			
16	Does your Department evaluate its Induction programme?			
17	Do you know who is responsible for training and development in your Department?			
18	Does your Department have a written training and development policy?			
19	Does your Department have a written training and development strategy?			
20	Does your Department have a written training and development plan?			
21	Are you consulted about training and development policy, strategy, plan and budget in your Department?			
22	Do you experience links being made between training and development activities and your work and career?			
23	Does your Department have a written quality assurance policy which supports induction, training and development of staff?			
24	Does your Department have a written quality assurance manual which supports induction, training and development of staff?			
25	Do you believe your organization is committed to effective induction of its senior public servants?			
26	Do you believe your organization is committed to effective management development and training of its senior public servants?			



SECTION C
APPROACHES TO MANAGEMENT DEVELOPMENT

1. List management development or executive programmes which you attended in the last 2 years?

Programmes/Courses	Year attended
1.	
2.	
3.	
4.	

2. On-the-job approaches to Management Development

On-the-Job approaches to Management Development	Yes	No
1. Have your job responsibilities ever been enlarged or enriched since you joined the Department?		
2. Have you ever been rotated to any sections since you joined your Department?		
3. Have you ever been assigned a Departmental coach since you joined your Department?		
4. Does your Department have a formal mentoring programme?		
5. Have you ever been assigned a mentor and be mentored since you joined the Department?		
6. Have you ever been seconded to any Department since your career in the public service?		

3. Off-the-job approaches to Management Development

Off-the-Job approaches to Management Development	Yes	No
1. Does your Department arrange in-house seminars or workshops or conferences?		
2. Do you participate in external workshops/seminars/conferences for your Department?		
3. Have you conducted any seminar/conference/workshop for your Department?		
4. Are you a member of any professional body or organization?		

- 3.4.1 If the answer is **yes**, then what is the name of the professional body? _____
when did you join it? _____ Does your Department pay membership fee? _____

4. How do you share the knowledge and experience you normally obtain from training and development for your Department? Use the empty space if you have a different option.

Provide a written report		Provide a verbal report	
Conduct a workshop/seminar		Do not share knowledge/experience	

5. Does your Department have mechanisms or systems to evaluate the effectiveness of the approaches to management development it normally pursues?

Yes		No	
-----	--	----	--



5.1. If your response is **yes**, then kindly mention them here _____

SECTION D
ATTITUDES ABOUT MANAGEMENT DEVELOPMENT

Attitudes about management development		Yes	No	Not sure
1	Do you agree management development and training objectives with your senior?			
2	Do HR practitioners play a role in agreeing about the management development and training objectives with your senior?			
3	Do you agree personal objectives with your senior before embarking on any development opportunity?			
4	Do you review your performance with your senior?			
5	Does your Department have any control systems or mechanisms to assess if it is the time for you to be trained and developed?			
6	Does the performance appraisal process help you to identify your professional training and development needs?			
7	Are the development activities you take part in assessed in relation to your performance in your job?			
8	Are the development activities you take part in assessed in relation to work you may do in the future?			
9	Are most of the management development activities you take part in of practical use in your job?			
10	Does management development make any difference to you being able to achieve your performance targets?			
11	Do you have signed a performance management agreement with your Department?			
12	Is your Department abiding by the terms of the performance management agreement you signed?			
13	Has Performance Management and Development System made any difference to how your development needs are addressed?			
14	Do you believe that your organization's approach to management development is relevant to your needs?			
15	Do you get enough time to consider your own development needs?			
16	In your experience has your organization made use of the management development you have undertaken?			
17	Are the development activities you undertake related to the skills you need to progress your career?			



SECTION E
KNOWLEDGE RELATING TO THE APPLICATION AND ASSESSMENT OF THE SENIOR
MANAGEMENT SERVICE (SMS) COMPETENCY FRAMEWORK

Attitudes about management development		Yes	No	Not sure
1	Have you been given a copy of SMS Handbook by your HR Department?			
2	Did the HR Department provide orientation programme for the introduction of and expectations from the SMS handbook?			
3	Does your HR Department communicate information regarding the assessment of competencies based on the Competency Framework before actual assessment?			
4	Does the HR induct you about the assessment of competencies before they are assessed?			
5	Do you consider your internal HR personnel competent to assess the competencies of senior public servants in your Department?			
6	Is the assessment of competencies informed by the strategic plan of your Department?			
7	Is the assessment of competencies informed by the HR plan?			
8	Is the assessment of competencies informed by the operational plan and processes?			
9	Do you consider the assessment of competencies to be linked to your actual performance in the Department?			
10	Do you consider the assessment of competencies to be linked to your actual general performance of other senior public servants in the Department?			
11	Are you given feedback about the assessment of your competencies in the Department?			
12	Do you currently have SMS competency assessment report covering the results of the previous assessment for senior public servants in your Department?			
13	Does the HR Department support you in meeting the actual performance level after assessment of your performance?			
14	Do you know when the next competency assessment for senior public servants is going to take place?			
15	Do you have a personal development plan?			
16	Is the personal development plan informed by the actual assessment of your performance on the job and the need to improve performance?			
17	Is the assessment of your competencies quality assured by your Department?			
18	Does your HR Department keep the competencies of senior public servants appropriate to the SMS competency framework?			
19	Would you consider the public service culture specifically in your Department portraying the vigour of the SMS competency framework?			



SECTION F
SUPPORT FOR MANAGERIAL DEVELOPMENT AND TRAINING

1. Which of the following best describes you when you decide your management development and training needs?

1. Each year for that year	
2. Each year for the next 3-5 years	
3. As development opportunities arise	
4. I don't decide what my development and training needs are?	

2. What is most likely to stop you spending time on your own development? Use the empty space if there are other options which have not been included here.

1. Work load	
2. Commitment outside work	
3. No money in the budget	
4. Lack of support/interest from your senior	
5. Lack of support/interest from the HR Department	
6. Lack of support/interest from your subordinates	
7. Lack of career opportunities	
8. No opportunity to apply what you learned	

3. In your own opinion what level of skills and expertise do senior public servants require in order to remain effective? Please score the following questions on a three-point scale by choosing one number to each question. Please use the empty space if there are other skills or expertise you would like to add.

A little	A moderate amount	A great deal
1	2	3

Categories:

Analysis of the public service		Decision making	
Managing and motivating people		Improving one's overall work	
Effective communication		Managing finance	
Dealing with conflict		Introduction and management of change	
Problem solving		Leading individual and groups	
Training/development of employees		Leadership and negotiation	



4. What actions do you recommend your Department take in order to effectively prepare its senior public servants for their responsibilities in the public service?

1.1 _____

1.2 _____

1.3 _____

5. What actions do you recommend your Department take in order to effectively develop its senior public servants for their responsibilities in the public service?

1.1 _____

1.2 _____

1.3 _____

6. What actions do you recommend your Department take in order to effectively address its current challenges?

1.1 _____

1.2 _____

1.3 _____

7. Kindly use this section for any further information you would like to offer.

Thank you for your time and patience in this research