



APPENDIX A

MEMORANDUM

DATE: 19 February 1999

Dear Sir/Madam

From: Sebolai, M.E. (Mrs)

RESEARCH QUESTIONNAIRE

I am currently registered for a Phd in Education Management with University of Pretoria in the Faculty of Education.

I am researching "Lifelong learning for the development of academics in institutions of higher learning". I would appreciate it if you could assist me in realising my objectives by providing me with the total number of your lecturing staff so that I can have the correct sample. Please fax the requested information at this fax number, (012) 318-5793. Your speedy response will be held in high esteem.

Thank you for your co-operation.

Yours faithfully

M.E. Sebolai (Mrs)

Confirmed by my supervisor Prof L.P. Calitz, HOD: Education Management



P O Box 427 PRETORIA 0001

8 January 2000

Dear Colleague

QUESTIONNAIRE : SURVEY CONCERNING LIFELONG LEARNING FOR THE DEVELOPMENT OF ACADEMICS

I am doing research into lifelong learning for academics in institutions of higher learning. To be able to do this effectively, I need some information from you which will be of great value.

Please answer the questions in the questionnaire as objectively as possible.

Thank you for your willingness to spend time on completing this questionnaire.

Thank you for your co-operation.

Yours faithfully

M E Sebolai



APPENDIX B



Memorandum

FROM: Mrs. M.E. Sebolai

Date: 99/10/18

Re: Research Questionnaires

Dear Colleague

I am researching lifelong learning for academics in institutions of higher learning. I humbly request you to distribute these questionnaires to lecturers in your departments. I rely on your help to be able to complete this research. My contact person at your institution is

Please inform the lecturers to hand in the completed questionnaire(s) to I shall collect them on 12 November 1999. If a lecturer has resigned, please hand over the questionnaire to his/her replacement.

Thank you for your co-operation.

Yours faithfully

M.E. Sebolai (Mrs)



INFORMATION FOR THE COMPLETION OF THE QUESTIONNAIRE

- 1. This questionnaire should be completed by the permanent lecturing staff only.
- 2. After completion of the questionnaire, please give it to my contact person at your institution.
- 3. All information obtained by means of this questionnaire will be used for research purposes only and will therefore be treated as highly confidential.
- 4. Encircle the category most appropriate to your response inside the left-hand margin. The right-hand margin is for office use only.

For example:

What is your gender?

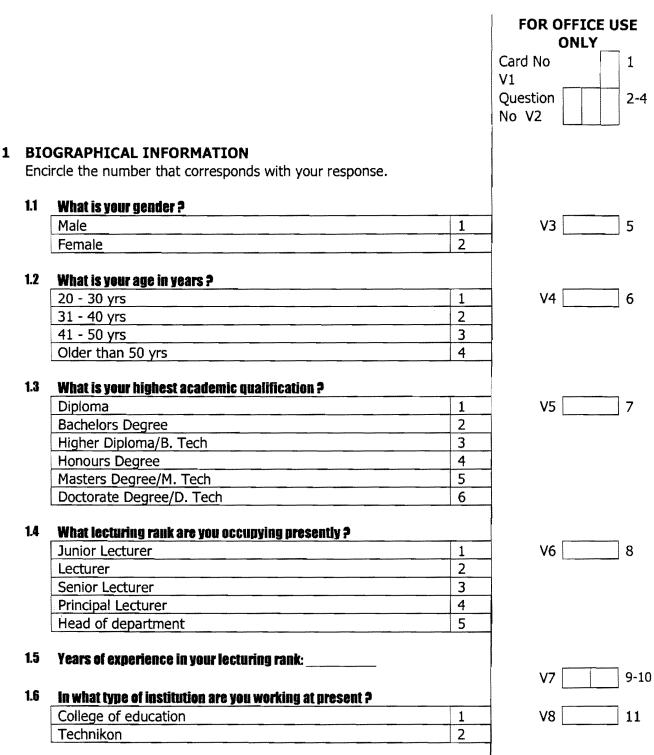
•	-	(OFFICE USE ONLY	
Male	1	V4		10
Female	2]

- 5. Please read the questions carefully before making a choice.
- 6. No response is right or wrong.



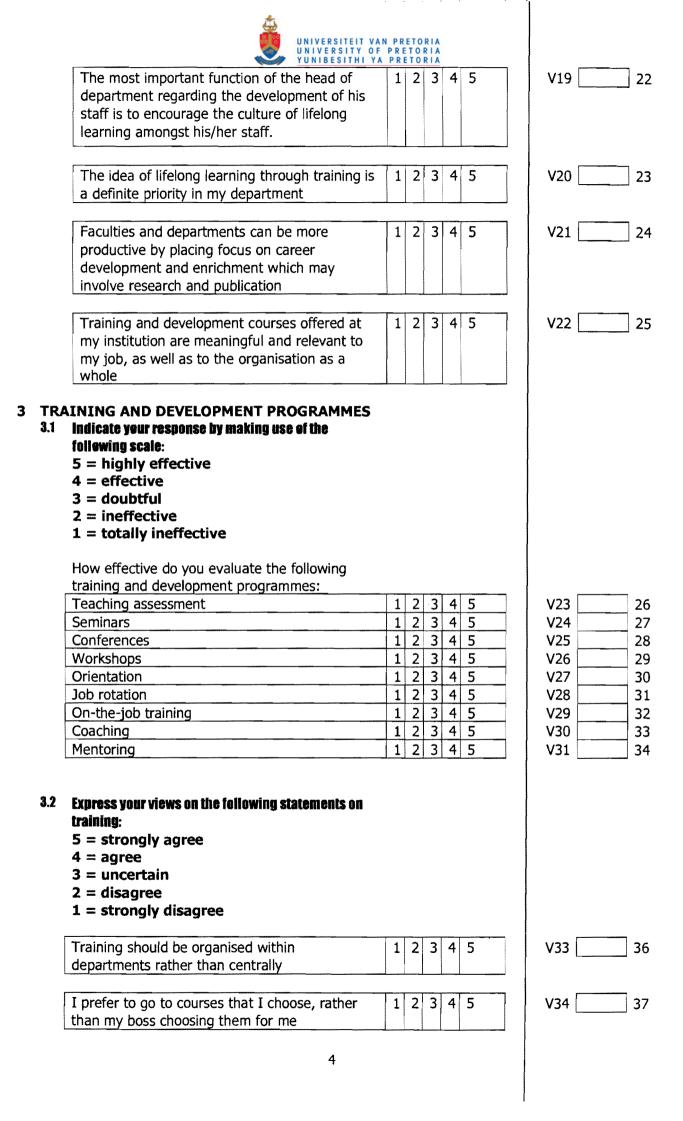
1.1

Male



2

 ELONG LEARNING FOR ACADEMICS IN AN TITUTION OF HIGHER LEARNING rcle the number that corresponds with your respon Indicate your response to the following statements I use of the following scale: 5 = Strongly agree 4 = Agree 3 = Uncertain 2 = Disagree 1 = Strongly disagree		aki	ng				
I believe that to successfully compete with intense global economic rivalry, South African institutions of higher learning should accelerate the development of its educators.	1	2	3	4	5	V9	
No staff member will remain qualified in the era of accelerating change without some form of ongoing education.	1	2	3	4	5	V10	
I believe that learning can no longer be confined to one period in a person's life.	1	2	3	4	5	V11	
Staff development's job is to ensure the nurturing of staff to ensure consistent production	1	2	3	4	5	V12	
Staff development correctly managed will develop academics to fit the current and planned future needs of my institution	1	2	3	4	5	V13	
Lifelong learning maximises human potential.	1	2	3	4	5	V14	
Development through lifelong learning keeps staff up to date with the latest development in their fields.	1	2	3	4	5	V15	
I view lifelong learning as vehicles that will aid organizations to realize their visions.	1	2	3	4	5	V16	
Lifelong learning at my institution has become an important management strategy to increase and improve the skills base within my institution in order to improve productivity	1	2	3	4	5	V17	
Management at my institution fosters an environment of trust and growth to enable staff to reveal where they need skills development	1	2	3	4	5	V18	



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[I prefer training offered by external consultants	1	2	1	4	5	V35	38
	The top and middle management of the institution should be some of the presenters on internal training courses	1	2	3	4	5	V36	39
	The conferences and the information provided by one's professional bodies provide more relevant and up-to-date skills and knowledge than outside training	1	2	3	4	5	V37	40
[Attendance of training courses has enriched me	1	2	3	4	5	V38	41
	In my opinion short modules of 2 to 3 hours at a time are preferable	1	2	3	4	5	V39	42
[Training courses of around a week rather than short modules allow appropriate learning	1	2	3	4	5	V40	43
	Due to my workload, it would be difficult to attend training courses of one week's duration	1	2	3	4	5	- V41	44
[At my institution too much emphasis is placed on managerial training rather than on teaching	1	2	3	4	5	V42	45
	Management is reactive rather than proactive with regard to training needs	1	2	3	4	5	V43	46
3.3	At your institution how committed is management regarding training ?							
	Highly committed Fairly committed Not committed at all					1 2 3	V44	4
3.4	Incentives for attending training courses at my institution is:							
	A certificate Self-actualization Monetary					1 2 3	V45 V46 V47	48 49 5(
3.5	Training at my institution is: Voluntary Mandatory					1 2	V48	5:
3.6	I am informed about training programmes through: Brochures Individual letters					1 2	V49	52 53
	Electronic mail Telephone calls					3 4	V51 V52	54 55
	5							



4 OBJECTIVES OF TRAINING AND DEVELOPMENT PROGRAMMES

4.1 The purposes of training and development programmes are:

	Yes	No	Uncertain
Improve performance	1	2	3
Update employee's skills	1	2	3
Avoid managerial obsolescence	1	2	3
Solve organisational problems	1	2	3
Orientate new employees	1	2	3
Prepare for promotion and managerial succession	1	2	3
Satisfy personal growth needs	1	2	3

 V53
 56

 V54
 57

 V55
 58

 V56
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 V57
 60

 V58
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 V59
 62

V60

V61

63

64

		Yes	No	Uncertain
4.2	Programme objectives are realistic	1	2	3

		Yes	No	Uncertain
4.3	The objectives of training and	1	2	3
	development programmes that I have			
	attended are consistent with internal			[
	objectives			

5 THE MECHANISM USED TO IDENTIFY TRAINING AND DEVELOPMENT NEEDS

5.1 Needs identification at my institution is conducted by means of:

	Yes	No
Questionnaires to staff only	1	2
Discussions with staff members	1	2
Interviews with staff members	1	2
Advisory Committee	1	2
Observations by Management	1	2
Performance appraisals of staff members	1	2
Attitude surveys of staff members	1	2
Skills test of staff members	1	2

V62	65
V63	66
V64	67
V65	68
V66	69
V67	70
V68	71
V69	72

	r	
V70		73

certain		[]		
	V71		/4	

		Yes	No	Uncertain
5.2	Management is reactive rather than	1	2	3
	proactive with regard to training and			
	development needs of staff members			

	Yes	No	Uncertain
5.3 Employee involvement is important because a feeling of participation in the assessment process enhances employee motivation to undergo training and development	1	2	3

6



6 EVALUATION OF TRAINING PROGRAMMES

- 6.1 Indicate your response to the following statements by making use of the following scale:
 - 5 = strongly agree
 - 4 = agree
 - 3 = uncertain
 - 2 = disagree
 - 1 = strongly disagree

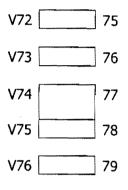
I am satisfied with the training that is provided	1	2	3	4	5	
at my institution						
The training that I received had a significant	1	2	3	4	5	
effect on my job performance						
The courses are scheduled at times convenient	1	2	3	4	5	
for participation						
The training programmes succeeded in	1	2	3	4	5	
transmitting new knowledge and skills						
The learning achieved during training is	1	2	3	4	5	
applicable in the real work situation						

		Yes	No	Uncertain
6.2	Were the contents of the training	1	2	3
	programmes you attended new ?			

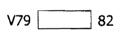
		Yes	No	Uncertain
6.3	If the answer to question 6.2 is no, did	1	2	3
	the repeated information assist you to	-		
	come to terms with the new			
	information more effectively ?			

		Yes	No	Uncertain
6.4	I feel that I will appreciate the	1	2	3
	importance of my job more as a			
	lecturer having completed the training			
	courses			

		Yes	No	Uncertain
6.5	I would recommend the training programmes I have attended to my other colleagues	1	2	3







V80	83
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