



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



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?

Male	①
Female	2

OFFICE USE ONLY	
V4	
10	

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



**FOR OFFICE USE
ONLY**

Card No V1

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 1

Question No V2

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 2-4

1 BIOGRAPHICAL INFORMATION

Encircle the number that corresponds with your response.

1.1 What is your gender ?

Male	1
Female	2

V3 5

1.2 What is your age in years ?

20 - 30 yrs	1
31 - 40 yrs	2
41 - 50 yrs	3
Older than 50 yrs	4

V4 6

1.3 What is your highest academic qualification ?

Diploma	1
Bachelors Degree	2
Higher Diploma/B. Tech	3
Honours Degree	4
Masters Degree/M. Tech	5
Doctorate Degree/D. Tech	6

V5 7

1.4 What lecturing rank are you occupying presently ?

Junior Lecturer	1
Lecturer	2
Senior Lecturer	3
Principal Lecturer	4
Head of department	5

V6 8

1.5 Years of experience in your lecturing rank: _____

V7 9-10

1.6 In what type of institution are you working at present ?

College of education	1
Technikon	2

V8 11



2 LIFELONG LEARNING FOR ACADEMICS IN AN INSTITUTION OF HIGHER LEARNING

Encircle the number that corresponds with your response.

2.1 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 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	<input type="text"/>	12
No staff member will remain qualified in the era of accelerating change without some form of ongoing education.	1	2	3	4	5	V10	<input type="text"/>	13
I believe that learning can no longer be confined to one period in a person's life.	1	2	3	4	5	V11	<input type="text"/>	14
Staff development's job is to ensure the nurturing of staff to ensure consistent production	1	2	3	4	5	V12	<input type="text"/>	15
Staff development correctly managed will develop academics to fit the current and planned future needs of my institution	1	2	3	4	5	V13	<input type="text"/>	16
Lifelong learning maximises human potential.	1	2	3	4	5	V14	<input type="text"/>	17
Development through lifelong learning keeps staff up to date with the latest development in their fields.	1	2	3	4	5	V15	<input type="text"/>	18
I view lifelong learning as vehicles that will aid organizations to realize their visions.	1	2	3	4	5	V16	<input type="text"/>	19
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	<input type="text"/>	20
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	<input type="text"/>	21



The most important function of the head of department regarding the development of his staff is to encourage the culture of lifelong learning amongst his/her staff.	1	2	3	4	5
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V19 22

The idea of lifelong learning through training is a definite priority in my department	1	2	3	4	5
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V20 23

Faculties and departments can be more productive by placing focus on career development and enrichment which may involve research and publication	1	2	3	4	5
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V21 24

Training and development courses offered at my institution are meaningful and relevant to my job, as well as to the organisation as a whole	1	2	3	4	5
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V22 25

3 TRAINING AND DEVELOPMENT PROGRAMMES

3.1 Indicate your response by making use of the following scale:

- 5 = highly effective**
- 4 = effective**
- 3 = doubtful**
- 2 = ineffective**
- 1 = totally ineffective**

How effective do you evaluate the following training and development programmes:

Teaching assessment	1	2	3	4	5
Seminars	1	2	3	4	5
Conferences	1	2	3	4	5
Workshops	1	2	3	4	5
Orientation	1	2	3	4	5
Job rotation	1	2	3	4	5
On-the-job training	1	2	3	4	5
Coaching	1	2	3	4	5
Mentoring	1	2	3	4	5

V23 26
 V24 27
 V25 28
 V26 29
 V27 30
 V28 31
 V29 32
 V30 33
 V31 34

3.2 Express your views on the following statements on training:

- 5 = strongly agree**
- 4 = agree**
- 3 = uncertain**
- 2 = disagree**
- 1 = strongly disagree**

Training should be organised within departments rather than centrally	1	2	3	4	5
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V33 36

I prefer to go to courses that I choose, rather than my boss choosing them for me	1	2	3	4	5
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V34 37



I prefer training offered by external consultants	1	2	3	4	5
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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
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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
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V37 40

Attendance of training courses has enriched me	1	2	3	4	5
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V38 41

In my opinion short modules of 2 to 3 hours at a time are preferable	1	2	3	4	5
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V39 42

Training courses of around a week rather than short modules allow appropriate learning	1	2	3	4	5
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V40 43

Due to my workload, it would be difficult to attend training courses of one week's duration	1	2	3	4	5
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V41 44

At my institution too much emphasis is placed on managerial training rather than on teaching	1	2	3	4	5
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V42 45

Management is reactive rather than proactive with regard to training needs	1	2	3	4	5
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V43 46

3.3 At your institution how committed is management regarding training ?

Highly committed	1
Fairly committed	2
Not committed at all	3

V44 47

3.4 Incentives for attending training courses at my institution is:

A certificate	1
Self-actualization	2
Monetary	3

V45 48

V46 49

V47 50

3.5 Training at my institution is:

Voluntary	1
Mandatory	2

V48 51

3.6 I am informed about training programmes through:

Brochures	1
Individual letters	2
Electronic mail	3
Telephone calls	4

V49 52

V50 53

V51 54

V52 55



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	<input type="text"/>	56
V54	<input type="text"/>	57
V55	<input type="text"/>	58
V56	<input type="text"/>	59
V57	<input type="text"/>	60
V58	<input type="text"/>	61
V59	<input type="text"/>	62

4.2

	Yes	No	Uncertain
Programme objectives are realistic	1	2	3

V60	<input type="text"/>	63
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4.3

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

V61	<input type="text"/>	64
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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	<input type="text"/>	65
V63	<input type="text"/>	66
V64	<input type="text"/>	67
V65	<input type="text"/>	68
V66	<input type="text"/>	69
V67	<input type="text"/>	70
V68	<input type="text"/>	71
V69	<input type="text"/>	72

5.2

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

V70	<input type="text"/>	73
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5.3

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

V71	<input type="text"/>	74
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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 at my institution	1	2	3	4	5
The training that I received had a significant effect on my job performance	1	2	3	4	5
The courses are scheduled at times convenient for participation	1	2	3	4	5
The training programmes succeeded in transmitting new knowledge and skills	1	2	3	4	5
The learning achieved during training is applicable in the real work situation	1	2	3	4	5

V72 75

V73 76

V74 77

V75 78

V76 79

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

V77 80

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

V78 81

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

V79 82

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

V80 83