

## Appendix A

### Questionnaire

This questionnaire has to determine the validity of the following driving forces and denominators. Underlying the various questions is the aspect of policy formulation and implementation:

#### A.1 DRIVING FORCES AND DENOMINATORS

##### A.1.1 *Drivers (Primary objectives)*

- To ascertain the relevance of having AVAILABILITY of both the information and the technology as a primary driver and to determine to what degree cognisance should be taken of this driver and whether there is any actual improvement in availability and APPLICATION of management information after implementation
- To ascertain the influence COST REDUCTION/COST AVOIDANCE have on the implementation of information management and technology and to determine the realistic expectations of this driver on the functioning of the Public Service after implementation.
- To ascertain whether EFFECTIVENESS and EFFICIENCY of an organisation have any influence on the concept of applied information management and technology after implementation and whether this need

- be considered when the decision to apply the methodology of managing with information and technology, is made.
- To determine to what degree all participants in the applied information management and technology environment recognise the others' PERFORMANCE MEASURES and MEASUREMENTS both prior to and after implementing the concept. Also whether new or modified performance parameters are required.
- To determine to what extent MANAGEMENT should be involved in the decision to implement information management and technology, and to what degree the management is effected by the decision. Also, how must management of the organisation be adapted for the information management and technology environment and what impacts should be considered or expected?

#### A.1.2 *Forces (Secondary objectives)*

- To ascertain whether the HUMAN RESOURCES element plays any significant role in the decision to apply information management and technology. The degree of cognisance that should be taken of this element during the phasing in of applied information management and technology will also be ascertained.
- To determine to what degree CULTURE should be investigated or taken cognisance of when the decision to apply information management and technology has been taken.

- To determine to what degree the application of applied information management and technology necessitates a new TRAINING curriculum at all levels and, what is the effect on the KNOWLEDGE base of the existing public servants.
- To ascertain what degree of CONTROL at all levels are gained or lost when implementing applied information management and technology.
- To determine to what degree, if any, the ORGANISATIONS should ADAPT after the implementation of applied information management and technology. This will also imply that current procedures should be adapted to facilitate the new concept if it truly is unique.

#### A.1.3 *Denominators*

- To determine the type of and depth in RESEARCH to the application of applied information management and technology prior to implementation and whether this was enough to facilitate the implementation thereof in a complex service oriented environment.
- To determine whether it is actually an ECONOMICALLY VIABLE solution for public/private enterprise to contract in on the implementation of applied information management and technology.
- To determine what the MATURITY LEVELS were prior to the application of information management and technology being implemented and whether a growth in maturity had occurred.

- To determine to what extent our current INFORMATION TECHNOLOGY can accommodate a concept so reliant on accurate data and real time information to management in order to make the implementation thereof a success.
  - To determine to what extent the application of information management and technology was COMMUNICATED horizontally and vertically in the Public Service as this is considered a necessity for successful acceptance and utilisation.
1. What is your perception of applied information technology in your department? [This question is to determine the interviewee's background regarding applied information management and technology.]
  2. How do you perceive the use of information management and technology in the Public Service? [This question is to determine whether information management is utilised in policy formulation.]
  3. What is the current situation in your department regarding the application of information management to improve the effectiveness and efficiency of the organisation? [This question is to determine the interviewee's background regarding the effect of applied information management and technology on the organisation.]
  4. Would you say that the same type of information would continuously be required or would an adaptive approach be more applicable? [This question has to determine whether management by exception is a principle or whether standard reports will suffice. This is indicative of a dynamic or stagnant organisation and displays the understanding of the dynamics of management information which could also be cyclic.]
  5. What do you understand from the concept integrative management principles and what does organisational processes determine in this concept? [This question must determine the understanding of intra and

## A.2 BACKGROUND

1. What is your perception of applied information technology in your department? *[This question is to determine the interviewee's background regarding applied information management and technology.]*
2. Is current policy deduced from the application of information management or, if not, is such action in the offing? *[This question is to determine whether applied information management is utilised in policy formulation.]*
3. What is the current situation in your department regarding the application of information management to improve the effectiveness and efficiency of the organisation? *[This question is to determine the interviewee's background regarding the effect of applied information management and technology on the organisation.]*
4. Would you say that the same type of information would continuously be required or would an adaptive approach be more applicable? *[This question has to determine whether management by exception is a principle or whether standard reports will suffice. This is indicative of a dynamic or stagnant organisation and displays the understanding of the dynamics of management information which could also be cyclic.]*
5. What do you understand from the concept integrative management principles and what does organisational processes determine in this concept? *[This question must determine the understanding of intra and*

*inter departmental influencing factors as well as the impact on the particular department.]*

6. Is current organisational management policy deduced from the application of information management or, if not, is such action in the offing? *[This question is to determine whether applied information management is utilised in policy formulation.]*

### A.3 APPLIED INFORMATION MANAGEMENT AND TECHNOLOGY

1. Are you of the opinion that information management through technology improves effectiveness and efficiency? *[This question must inter alia determine the understanding of the impact of management with applied information management within the departmental environment.]*
2. Is current policy required for the improvement of effectiveness and efficiency deduced from the application of information management or, if not, is such action in the offing? *[This question is to determine whether applied information management is utilised in policy formulation.]*
3. Are you of the opinion that sufficient management information is available and if so is this applied to the benefit of the organisation? *[This question must determine whether sufficient information or data is available and if so whether this is in a format that enables the manager or user to execute from the application of information management or if not, is such action in his/her task optimally.]*
4. Are you of the opinion that sufficient and correct information will lead to cost reduction/avoidance within the organisation if applied correctly? *[This*

- question must determine if information management through technology will inter alia lead to cost reduction/avoidance and thus extend the capability of the departmental budget.]*
5. Is current cost reduction policy deduced from the available information or, if not, is such action in the offing? *[This question is to determine whether applied information management is utilised in policy formulation.]*
  6. How is existing organisational and personal performance measured given that management through information (data) determines that specific requirements are met? *[This question has to deal with the capability of departments to meet their inter and intra departmental performance agreements.]*
  7. What is your perspective of applied management in your department with the aid of information technology? *[This questioning leads the respondent to compare the existing scenario with the possible future scenario and solicit a comment regarding the route taken by the specific respondents environment in either not opting for the application of information management with available technology or for applying available information management with available technology.]*
  8. Will future policies for the improvement of your department be deduced from the application of information management or, if not, is such action in the offing? *[This question is to determine whether applied information management is utilised in policy formulation.]*

## A.4 ORGANISATIONAL CULTURE AND STRUCTURE

1. What is your opinion of the acceptance by the staff of the concept of management with information technology and how has this impacted on the organisational culture? *[This question has to determine whether the staff has bought in on the concept of management by applying information as per technology base and to what degree this has changed or influenced the organisational culture.]*
2. Did the department, to facilitate the transformation to information management, initiate any kind of training or any other form of skills development programs? *[This question has to determine whether the departments have empowered the staff to apply information from a technology base.]*
3. Was there specific policy implemented or formulated for implementation to facilitate this activity? *[This question is to determine the availability of public sector support in the implementation of the information management activity.]*
4. What are your opinion of the organisational impact and/or changes of the application of information technology and performance measurement? *[This question has to determine the effect of the new (if any) process on the organisation as this impact on the culture of said organisation.]*
5. In your opinion, is their control over information and the resultant management effect? *[This question has to determine whether the*



*organisational entity is managing the information and that this is leading to the point of improved management capability.*]

## A.5 TRANSVERSAL SUPPORT STRUCTURES

1. Are you of the opinion that the Public Service is mature enough for the change to manage with applied information technology? *[This question is in support of the requirement, if any, for training or skills based empowerment and covers the aspect of right time and place for a move to an alternative method of and for management.]*
2. In your opinion is there a sufficiently supportive **information technology** base (or infrastructure) from which management information may be obtained, in order to make the transition to applied information management through technology? *[This question is posed in order to validate the answers obtained from the first section with specific reference to the availability of information.]*
3. In your opinion is inter- and intra- organisational **communication** which management communicates information internally and externally well enough established in the public service? *[This question is posed in order to validate the answers obtained from the section on organisation structure and culture (preceding section).]*
4. Was benchmarking or other form of research done to determine the requirement for management by information technology? *[This question is posed to determine the research to the applicability of management*

*information in the existing environment and will either support or refutes the statements obtained from the questioning in section one.]*

5. What is your opinion on the **economical viability** of the existing and futuristic management capability of the public service? *[This question is posed in order to validate the preceding question and to determine if sufficient consideration and trade-offs with regard financial implications was done during the implementation phase.]*

2. *to your opinion does or can the process of information management through technology enhance the capability of the department/organisation ALTERNATIVELY is there an improvement in the functioning of the department with or without this capability? [All discussion and questions will be to validate preceding argumentation. Deviations from previously stated answer will be further explored ]*

3. *to your opinion, is there enough implemented policy guidelines to execute the process of information management through the use and application of technology ALTERNATIVELY is such policy now been identified or in the process of formulation and implementation? [This question is to validate the all responses on actual/ or perceived or non-existing policies required for improving the integrative approach to information management.]*

4. *in conclusion do you have any other comments/remarks or statements that will assist me in this research?*

## A.6 CONCLUSION

1. In your opinion are the relevant support functions such as standards and norms in place for information management with technology ALTERNATIVELY was sufficient consideration given to imbed such functions in the existing organisation? *[All discussion and questions will be to validate preceding argumentation. Deviations from previously stated answer will be further explored.]*
2. In your opinion does or can the process of information management through technology enhance the capability of the department/organisation ALTERNATIVELY is there an improvement in the functioning of the department with or without this capability? *[All discussion and questions will be to validate preceding argumentation. Deviations from previously stated answer will be further explored.]*
3. In your opinion, is there enough implemented policy guidelines to execute the process of information management through the use and application of technology ALTERNATIVELY is such policy now been identified or in the process of formulation and implementation? *[This question is to validate the all responses on actual or perceived or non-existing policies required for improving the integrative approach to information management.]*
4. In conclusion do you have any other comments/remarks or statements that will assist me in this research?