

## Appendix C

### Questionnaire to Academic Staff

#### 1. Biographical Information

1.1 How old are you?

18 - 23	24 - 29	30 - 34	35 - 39	40 - 45	46 - 51	52 - 57	58 - 63	64 and above
1	2	3	4	5	6	7	8	9

1.2 State your gender .....

1.3 State your rank .....

1.4 Number of years employed by the University .....

1.5 What is your marital status? .....

1.6 How many children do you have? .....

1.7 What is your highest qualification? .....

1.8 To which population group do you belong? .....

#### 2. Changes in higher education

2.1 Are you familiar with the current changes in higher education?

Yes	No
1	2

2.2 If yes, indicate, on a scale of 1 – 5 whether you are comfortable with the following changes in higher education. (NB. 1= very uncomfortable; 2= somewhat uncomfortable; 3 = uncomfortable; 4= somewhat comfortable and 5= very comfortable )

		Very Uncomfortable		Very Comfortable		
2.2.1	Modularization of courses	1	2	3	4	5
2.2.2	Higher Education No. 1/ 1997 Act	1	2	3	4	5
2.2.3	Council on higher education	1	2	3	4	5
2.2.4	Accreditation of programs in higher education	1	2	3	4	5

2.2.5	Quality promotion in higher education	1	2	3	4	5
2.2.6	Report on size and shape in higher education	1	2	3	4	5
2.2.7	National Qualifications Framework	1	2	3		4
2.2.8	Conditions of service for employees in higher Education	1	2	3	4	5
2.2.9	Employment Equity Act	1	2	3	4	5

### 3. University of the North as an employing organisation

3.1 How clear are you about the following processes in your university? (Use the following scale, where 1= Very unclear; 2 = somewhat unclear; 3 = unclear; 4 = somewhat clear and 5= very clear)

		Very Unclear			Very clear	
3.1.1	Mission of the university	1	2	3	4	5
3.1.2	Vision of the university	1	2	3	4	5
3.1.3	Goals of the university	1	2	3	4	5
3.1.4	Promotion criteria	1	2	3	4	5
3.1.5	Conditions of your employment	1	2	3	4	5

3.2 How frequently do the following processes unfold in your department?

		Never			Always	
3.2.1	Performance appraisal?	1	2	3	4	5
3.2.2	Supervision	1	2	3	4	5
3.2.3	Mentoring	1	2	3	4	5
3.2.4	Coaching	1	2	3	4	5

3.3 How easy / difficult is it to bring about change in your campus?

Somewhat easy	Very easy	Uncertain	Somewhat difficult	Very difficult
1	2	3	4	5

3.4 Are you a member of any professional association/s?

YES	1	No	2
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3.4.1 If yes, name the professional association/s

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.....

3.5 Are you a member of a trade union/s?

Yes	No
1	2

3.5.1. If yes, name the trade union/s

.....

.....

**4. Communication Patterns**

4.1 On average, how frequently do you communicate with each of these staff members per week?

		Never			Always	
4.4.1	Academic staff	1	2	3	4	5
4.4.2	Administration staff	1	2	3	4	5
4.4.3	Support services staff	1	2	3	4	5

4.2 How frequently do you communicate with academic staff members?

		Never			Always	
4.2.1	Face to face	1	2	3	4	5
4.2.2	Telephone	1	2	3	4	5
4.2.3	Memo	1	2	3	4	5
4.2.4	Circular	1	2	3	4	5
4.2.5	Fax	1	2	3	4	5
4.2.6	e-mail	1	2	3	4	5

4.2.7	Meeting	1	2	3	4	5
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4.3 How frequently do you communicate with administration staff?

		Never			Always	
4.3.1	Face to face	1	2	3	4	5
4.3.2	Telephone	1	2	3	4	5
4.3.3	Memo	1	2	3	4	5
4.3.4	Circular	1	2	3	4	5
4.3.5	Fax	1	2	3	4	5
4.3.6	e-mail	1	2	3	4	5
4.3.7	Meeting	1	2	3	4	5

4.4 How frequently do you communicate with support services staff?

		Never			Always	
4.4.1	Face to face	1	2	3	4	5
4.4.2	Telephone	1	2	3	4	5
4.4.3	Memo		1	2	3	4
4.4.4	Circular	1	2	3	4	5
4.4.5	Fax	1	2	3	4	5
4.4.6	e-mail	1	2	3	4	5
4.4.7	Meeting	1	2	3	4	5

## 5. Employee Behaviour

5.1 How often does academic staff in your department/ faculty experience the following problems?

		Never			Always	
5.1.1	Stress	1	2	3	4	5
5.1.2	Finances	1	2	3	4	5
5.1.4	Drugs	1	2	3	4	5
5.1.5	Marital	1	2	3	4	5
5.1.6	Health	1	2	3	4	5

51.7	Absenteeism	1	2	3	4	5
5.1.8	Slowness	1	2	3	4	5

5.2. How often does administration staff in your department/ faculty experience the following problems?

		Never			Always	
5.2.1	Stress	1	2	3	4	5
5.2.2	Finances	1	2	3	4	5
5.2.3.	Alcohol	1	2	3	4	5
5.2.4	Drugs	1	2	3	4	5
5.2.5	Marital	1	2	3	4	5
5.2.6	Health	1	2	3	4	5
5.2.7	Absenteeism	1	2	3	4	5
5.2.8	Slowness	1	2	3	4	5

5.3 How often does support services staff in your faculty experience the following problems?

		Never			Always	
5.3.1	Stress	1	2	3	4	5
5.3.2	Finances	1	2	3	4	5
5.3.3	Alcohol	1	2	3	4	5
5.3.4	Drugs	1	2	3	4	5
5.3.5	Marital	1	2	3	4	5
5.3.6	Health	1	2	3	4	5
5.3.7	Absenteeism	1	2	3	4	5
5.3.8	Slowness	1	2	3	4	5

## 6. Employee Services

6.1 If your colleague experienced any of the problems in 5.3, and the university had a facility on campus to address the problem, which facility would you refer your subordinate to?

On campus facility 1	Off campus facility 2
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6.2 If you had any of the problems in 5, and you had a choice between an on campus facility and an off campus facility, which would you utilise?

On campus facility 1	Off campus facility 2
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6.3 Do you think members of staff in your department/ faculty will benefit from more information on the following?

		Yes	No
6.3.1	how to manage personal problems?	1	2
6.3.2	how to manage marital problems?	1	2
6.3.3	how to prepare for retirement?	1	2
6.3.4	how to deal with personal reactions to downsizing?	1	2

6.4 Can you benefit from more information on the following?

		Yes	No
6.4.1	How to manage personal problems?	1	2
6.4.2	How to manage marital problems?	1	2
6.4.3	How to prepare for retirement?	1	2
6.4.4	How to deal with reactions to downsizing?	1	2

**Thank you for your time**

# Appendix D

## Questionnaire to deans and heads of academic departments

### 1. Biographical information

- 1.1. State your rank / position .....
- 1.2. State the number of months / years you have been in this position.....
- 1.3. How old are you?

18 – 23	24- 29	30- 35	36- 41	42- 47	48 – 53	54- 59	60- 65
1	2	3	4	5	6	7	8

- 1.4. What is your gender? 

Female	Male
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- 1.5. To which population group do you belong? .....
- 1.6. What is your marital status? .....
- 1.7. How many children do you have? .....
- 1.8. What is your highest qualification? .....

### 2. Changes in higher education

- 2.1 Are you familiar with the Higher Education Act 101 of 1997?

Yes	No
1	2

- 2.2 If yes, indicate, on a scale of 1 – 5 whether you are comfortable with the following provisions and outcomes of the Act? **NB. 1= very uncomfortable; 2= somewhat uncomfortable; 3 = uncomfortable; 4= somewhat comfortable and 5= very comfortable )**

		Very Uncomfortable			Very Comfortable	
		1	2	3	4	5
2.2.1	Modularization of courses	1	2	3	4	5
2.2.2	South African Qualifications Authority	1	2	3	4	5
2.2.3	Council on higher education	1	2	3	4	5

2.2.4	Accreditation of programs in higher education	1	2	3	4	5
2.2.5	Quality promotion in higher education	1	2	3	4	5
2.2.6	Report on size and shape in higher education	1	2	3	4	5
2.2.7	National Qualifications Framework	1	2	3	4	5
2.2.8	Conditions of service for employees in higher education	1	2	3	4	5
2.2.10	Employment Equity Act	1	2	3	4	5

### 3. University of the North as an employing organisation

3.1 How clear are you about the following processes in your university? (Use the following scale, where 1= Very unclear; 2 = somewhat unclear; 3 = unclear; 4 = somewhat clear and 5= very clear)

		Very unclear			Very clear	
3.1.1	Mission of the university	1	2	3	4	5
3.1.2	Vision of the university	1	2	3	4	5
3.1.3	Goals of the university	1	2	3	4	5
3.1.4	Promotion criteria	1	2	3	4	5
3.1.5	Conditions of your employment	1	2	3	4	5

3.2 How frequently do the following processes unfold in your department/ faculty?

		Never			Always	
3.2.1	Performance appraisal?	1	2	3	4	5
3.2.2	Supervision	1	2	3	4	5
3.2.3	Mentoring	1	2	3	4	5
3.2.4	Coaching	1	2	3	4	5

3.3 How easy / difficult is it to bring about change in your campus?

Somewhat easy	Very easy	Uncertain	Somewhat difficult	Very difficult
1	2	3	4	5



3.4 Are you a member of any professional association/s?

YES 1	No 2
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3.5 Are you a member of a trade union?

Yes 1	No 2
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## 4. Communication Patterns

4.1 On average, how frequently do you communicate with each of these staff members per week?

		Never			Always	
		1	2	3	4	5
4.1.1	Academic staff	1	2	3	4	5
4.1.2	Administration staff	1	2	3	4	5
4.1.3	Support services staff	1	2	3	4	5

4.2 How frequently do you communicate with academic staff in your department/ faculty, in the following ways?

		Never			Always	
		1	2	3	4	5
4.2.1	Face to face	1	2	3	4	5
4.2.3	Telephone	1	2	3	4	5
4.2.4	Memo	1	2	3	4	5
4.2.4	Circular	1	2	3	4	5
4.2.5	Fax	1	2	3	4	5
4.2.6	e-mail	1	2	3	4	5
4.2.7	meetings	1	2	3	4	5

4.3 How frequently do you communicate with administrative staff in the following ways?

		Never			Always	
4.3.1	Face to face	1	2	3	4	5
4.3.2	Telephone	1	2	3	4	5
4.3.3	Memo	1	2	3	4	5
4.3.4	Circular	1	2	3	4	5
4.3.5	Fax	1	2	3	4	5
4.3.6	e-mail	1	2	3	4	5
4.3.7	meetings	1	2	3	4	5

4.4 How frequently do you communicate with support services staff in your faculty/department in the following ways?

		Never			Always	
4.4.1	Face to face	1	2	3	4	5
4.4.2	Telephone	1	2	3	4	5
4.4.3	Memo	1	2	3	4	5
4.4.4	Circular	1	2	3	4	5
4.4.5	Fax	1	2	3	4	5
4.4.6	e-mail	1	2	3	4	5
4.4.7	meetings	1	2	3	4	5

## 5. Employee Behaviour

5.1 How often does academic staff in your department/ faculty experience the following problems?

		Never			Always	
5.1.1	Stress	1	2	3	4	5
5.1.2	Finances	1	2	3	4	5
5.1.3	Alcohol	1	2	3	4	5
5.1.4	Drugs	1	2	3	4	5
5.1.5	Marital	1	2	3	4	5

5.1.6	Health	1	2	3	4	5
5.1.7	Absenteeism	1	2	3	4	5
5.1.8	Slowness	1	2	3	4	5

5.2 How often does administration staff in your faculty/ department experience the following problems?

		Never			Always	
5.2.1	Stress	1	2	3	4	5
5.2.2	Finances	1	2	3	4	5
5.2.3	Alcohol	1	2	3	4	5
5.2.4	Drugs	1	2	3	4	5
5.2.5	Marital	1	2	3	4	5
5.2.6	Health	1	2	3	4	5
5.2.7	Absenteeism	1	2	3	4	5
5.2.8	Slowness	1	2	3	4	5

5.3 How often does support services staff in your faculty experience the following problems?

		Never			Always	
5.3.1	Stress	1	2	3	4	5
5.3.2	Finances	1	2	3	4	5
5.3.3	Alcohol	1	2	3	4	5
5.3.4	Drugs	1	2	3	4	5
5.3.5	Marital	1	2	3	4	5
5.3.6	Health	1	2	3	4	5
5.3.7	Absenteeism	1	2	3	4	5
5.3.8	Slowness	1	2	3	4	5

## 6. Employee Services

6.1 If your subordinate experienced any of the problems in 5, and the university had an on site facility, which facility would you refer your subordinate to?

On campus facility 1	Off campus facility 2
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6.2 If you had any of the problems in 5, and you had a choice between an on campus facility and an off campus facility, which would you utilise?

On campus facility 1	Off campus facility 2
-------------------------	--------------------------

6.3 Do you think members of staff in your department/ faculty will benefit from more information on the following?

		Yes	No
6.3.1	How to manage personal problems?	1	2
6.3.2	How to deal with marital problems?	1	2
6.3.3	How to prepare for retirement?	1	2
6.3.4	How to deal with reactions to downsizing?	1	2

6.4 Can you benefit from more information on the following?

		Yes	No
6.4.1	How to manage personal problems?	1	2
6.4.2	How to manage marital problems?	1	2
6.4.3	How to prepare for retirement?	1	2
6.4.4	How to deal with personal reactions to downsizing?	1	2

6.5 How does your university deal with employees who experience personal problems?

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# Appendix E

## Questionnaire to top management

### 1. Biographical information

1.1 How old are you?

18 – 23	24 - 29	30 - 35	36 - 41	42 - 47	48 - 53	54 - - 59	60 - 65
1	2	3	4	5	6	7	8

1.2 What is your gender?

Male	Female
1	2

1.3 To which population group do you belong?

Black	White	Coloured	Asian
1	2	3	4

1.4 What is your marital status?

Never married	Married	Divorced	Widowed	Separated
1	2	3	4	5

1.5 How many children do you have? .....

1.6 What is your highest qualification?.....

1.7 Number of years employed by the university? .....

## 2. Changes in higher education

2.1 Are you familiar with the modularisation process in higher education?

Yes 1	No 2	Uncertain 3
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2.2 If yes, how do you feel about this process?

Very positive 1	Somewhat positive 2	Neutral 3	Somewhat negative	Very negative 5
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2.3 Have you read the Higher Education Act No 1 of 1997?

Yes 1	No 2
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2.3.1 If yes, how comfortable are you with the following provisions and outcomes from the Act?: **Cross the number that is closest to your answer (1 = very uncomfortable; 2= somewhat uncomfortable; 3 = neutral; 4 = somewhat comfortable; 5 = very comfortable)**

		Very Uncomfortable			Very comfortable	
2.3.1.1	Report on shape and size of higher education institutions	1	2	3	4	5
2.3.1.2	Quality function of the council on higher education	1	2	3	4	5
2.3.1.3	Accreditation body for universities	1	2	3	4	5
2.3.1.4	National qualifications framework	1	2	3	4	5
2.3.1.5	Service conditions of employees of universities	1	2	3	4	5
2.3.1.6	Employment equity	1	2	3	4	5
2.3.1.7	Funding formulae	1	2	3	4	5

### 3. University of the North as an employer

3.1 How clear are you about the following issues concerning the university? **(Cross the number that is closest to your answer. 1 = Very unclear; 2 = somewhat unclear; 3 = Clear; 4 = somewhat clear and 5 = Very clear)**

		Very unclear			Very clear	
		1	2	3	4	5
3.1.1	University mission					
3.1.2	University goals.					
3.1.3	University objectives					
3.1.4	University priorities					
3.1.5	Promotion criteria					
3.1.6	Your conditions of employment					

3.2 How easy / difficult is it to bring about change on campus?

Very easy 1	Somewhat easy 2	Uncertain 3	Somewhat difficult 4	Very difficult 5
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3.3 How would you describe promotion criteria on campus?

Very fair 1	Somewhat fair 2	Uncertain 3	Somewhat unfair 4	Very unfair 5
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3.4 Are you a member of a professional association/s?

Yes 1	No 2
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3.5 Are you a member of a trade union?

Yes 1	No 2
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3.6 How often do the following processes take place in your organisation/ division/ section/ department? (1= Never; 2= rarely; 3= sometimes; 4= seldom and 5= Always)

		Never			Always	
		1	2	3	4	5
3.5.1	Supervision	1	2	3	4	5
3.5.2	Performance appraisal	1	2	3	4	5
3.5.3	Disciplinary hearings	1	2	3	4	5
3.5.4	Labour disputes	1	2	3	4	5

## 4. Employee Behaviour

4.1 How frequently do you come across employees with the following problems. (1=Never; 2= Rarely; 3= Sometimes; 4= Seldom and 5= Always)

		Never			Always	
		1	2	3	4	5
4.1.1	Stress	1	2	3	4	5
4.1.2	Finances	1	2	3	4	5
4.1.3	Alcohol	1	2	3	4	5
4.1.4	Drugs	1	2	3	4	5
4.1.5	Marital	1	2	3	4	5
4.1.6	Health	1	2	3	4	5
4.1.7	Absenteeism	1	2	3	4	5
4.1.8	Slowness	1	2	3	4	5

4.2 Who shows signs of stress amongst each of the following categories of employees? (1= Never; 2= Rarely; 3 = Sometimes; 4= Seldom and 5= Always).

		Never			Always	
		1	2	3	4	5
4.2.1	Academic staff	1	2	3	4	5
4.2.2	Administration staff	1	2	3	4	5
4.2.3	Support services staff	1	2	3	4	5

4.3 How often does each of the following categories of staff members experience financial problems?

		Never			Always	
4.3.1	Academic staff	1	2	3	4	5
4.3.2	Administration staff	1	2	3	4	5
4.3.3	Support services staff	1	2	3	4	5

4.4 How often does each of the following categories of staff members experience alcohol related problems?

		Never			Always	
4.4.1	Academic staff	1	2	3	4	5
4.4.2	Administration staff	1	2	3	4	5
4.4.3	Support services staff	1	2	3	4	5

4.5 How often does each of the following categories of staff members experience marital problems?

		Never			Always	
4.5.1	Academic staff	1	2	3	4	5
4.5.2	Administration staff	1	2	3	4	5
4.5.3	Support services staff	1	2	3	4	5

4.6 How often does each of the following categories of staff members experience health problems?

		Never			Always	
4.6.1	Academic staff	1	2	3	4	5
4.6.2	Administration staff	1	2	3	4	5
4.6.3	Support services staff	1	2	3	4	5

4.7 How often does each of the following categories of staff members experience absenteeism problems?

		Never			Always	
		1	2	3	4	5
4.7.1	Academic staff	1	2	3	4	5
4.7.2	Administration staff	1	2	3	4	5
4.7.3	Support services staff	1	2	3	4	5

4.8 How often does each of the following categories of staff members experience slowness?

		Never			Always	
		1	2	3	4	5
4.8.1	Academic staff	1	2	3	4	5
4.8.2	Administration staff	1	2	3	4	5
4.8.3	Support services staff	1	2	3	4	5

## 5. Communication Patterns

5.1 How frequently do you communicate with your deans per week in one of the following ways: (1- never; 2 – rarely; 3= sometimes; 4 = seldom; 5= always)

		Never			Always	
5.1.1	Face to face	1	2	3	4	5
5.1.2	Telephone	1	2	3	4	5
5.1.3	Memo	1	2	3	4	5
5.1.4	Circular	1	2	3	4	5
5.1.5	Fax	1	2	3	4	5
5.1.6	e-mail	1	2	3	4	5
5.1.7	Meetings	1	2	3	4	5

5.2 How frequently do you communicate with your departmental heads (academic) per week in one of the following ways: (1- never; 2 – rarely; 3= sometimes; 4 = seldom; 5= always)

		Never			Always	
5.2.1	Face to face	1	2	3	4	5
5.2.2	Telephone	1	2	3	4	5
5.2.3	Memo	1	2	3	4	5
5.2.4	Circular	1	2	3	4	5
5.2.5	Fax	1	2	3	4	5
5.2.6	e-mail		1	2	3	4
5.2.7	meetings	1	2	3	4	5

5.3 How frequently do you communicate with your departmental heads (non-academic) per week in one of the following ways: (1- never; 2 – rarely; 3= sometimes; 4 = seldom; 5= always)

		Never			Always	
		1	2	3	4	5
5.3.1	Face to face	1	2	3	4	5
5.3.2	Telephone	1	2	3	4	5
5.3.3	Memo	1	2	3	4	5
5.3.4	Circular	1	2	3	4	5
5.3.5	Fax	1	2	3	4	5
5.3.6	e-mail	1	2	3	4	5
5.3.7	meetings	1	2	3	4	5

## 6. Employee Services

6.1 If your dean had a personal problem, (and the university had an on campus facility to deal with such a problem), which of the following facilities would you refer him to:

On campus facility 1	Off campus facility 2
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6.2 If you had a personal problem, (and the university had an on campus facility to deal with such a problem), which of the following facilities would you utilize?

On campus facility 1	Off campus facility 2
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6.3 Would you like to have more information on the following:(1= Yes; 2= No)

		Yes	No
6.3.1	How to manage personal problems?	1	2
6.3.2	How to manage marital problems?	1	2
6.3.3	How to prepare for retirement?	1	2
6.3.4	How to deal with personal reactions to downsizing?	1	2

6.4 How does the university deal with employees who experience personal

problems?.....

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6.5 .....

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