Hamlet and Singh surveys

P E TECHNIKON

1st July 2004

Dear colleague,

Organisational Learnership Survey

You're invited to participate in a survey aimed at establishing your views of a process model for the effective implementation of learnerships in South Africa. Your input would be of significant value in the extension of learnership knowledge.

Your assistance in completing and returning the attached questionnaire would be greatly appreciated and should take no more than **15 minutes**. Please rest assured that your anonymity will be protected, and all data will be treated as confidential.

Please complete the **quantitative** section by filling in a cross (X), and the **qualitative** section by inserting you views. Should you require further clarity or need more information please contact the researcher at 041 - 368 5236, or 083 565 5321.

It would be appreciated if you complete the questionnaire electronically and return it by e-mail to **brian.hamlet@absamail.co.za** before the 15th July 2004. If you wish to receive a summary of the results from the survey please indicate this at the end of the questionnaire (summary planned for end August 2004). Thank you for your collaboration.

Yours sincerely,
Brian Hamlet
Researcher

Prof. Dave Berry (Promoter)
Head of Department: Human Resources Management

Research title: The development of a model for establishing, implementing, and maintaining learnerships in South Africa.

The researcher has developed a learnership process model, which can assist organisations to accomplish learnership implementation effectively. The questionnaire is designed to test the degree to which you agree that the process model can assist your organisation in implementing learnerships.

Organisation Context

Range of Industry
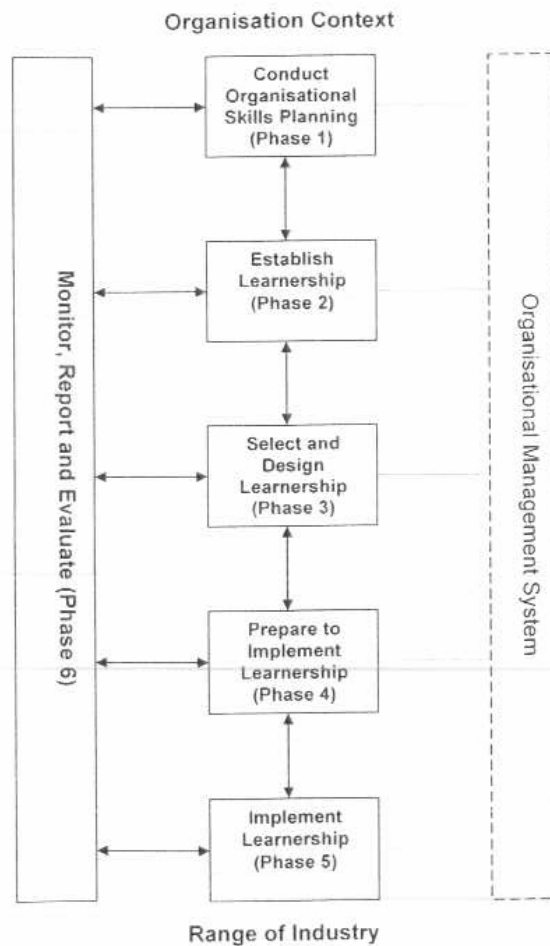
A process model for effective learnership implementation.

Section: A Biographical detail

Please supply the following information regarding your organisation by completing the appropriate information, or indicating a cross (X) in the appropriate box.

A.1   Approximately how many employees does your organisation employ?

....

A.2   In which province and region does your organisation predominantly operate?

Province   ....

Region or Area   ....

A.3   To which chamber of the MERSETA does your organisation belong?

Auto	
Metal & Engineering	
Motor	
New Tyres	
Plastics	

A.4   What position do you currently hold?

Skills Development Facilitator	
Human Resources Manager	
Human Resources Officer	
Training Manager	
Training Officer	

Other (please specify)...

A.5   What is your length of service in your current position?

0 - 5 years	
6 - 10 years	
11 - 15 years	
More than 15 years	

A.6   What is your highest qualification?

....

A.7   Have you attended a workshop on learnerships in the past two years?

Yes	
No	

Section B: Use of learnership programmes

B.1   What is the status of your company with regard to learnership implementation?

Not planning to implement at this stage	
Planning to implement shortly	
Implementation in process	
Re-implementing the same and/or different learnership/s	

B.2   Does your organisation currently use formal learnership programmes as strategy to enhance employee development as part of the Skill Development Act?

Yes			No	

If Yes, proceed to Section C   If no, complete questions B3, and then proceed to Section C

B.3   Reasons for not utilising formal learnership programmes.

Please indicate the degree to which you agree with the following reasons why your organisation does not utilise formal learnership programmes.

	Reasons for not utilising formal learnership programmes	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
A	Lack of an organisational need					
B	Learnerships are too costly to implement					
C	Insufficient legislative grants and incentives for learnership implementation					
D	Lack of know how on how to implement learnerships					
E	Line management not prepared to commit time/resources to implementing learnerships					
F	Organisational culture and/or climate is not conducive to learnership implementation					
G	Previous attempts to execute learnerships were unsuccessful					
H	Insufficient impact of learnerships on organisational goals					
I	Increased industrial relation issues related to learnership implementation					
J	Party's roles, responsibilities and accountabilities regarding learnerships are not clear					
K	Management and/or organisation believe that requisite skills will develop naturally					
L	Other (please specify):...					

Section C: A Process Model for Effective Learnership Implementation

Conduct organisational skills planning: Phase 1

Please indicate the degree to which you agree/disagree with the following actions relating to the conducting of organisational skills planning?

	Actions for conducting organisational skills planning	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.1	Perform an organisational skills analysis					
1.2	Integrate learnerships into organisational Human Resources Development Strategy					
1.3	Other (please specify):..					

Establish learnership: Phase 2

Please indicate the degree to which you agree/disagree with the following actions relating to the establishing of learnerships?

	Actions for establishing a learnership	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
2.1	Confirm demand for a learnership					
2.2	Generate unit standards and qualifications for learnership					
2.3	Other (please specify):..					

Select and design learnership: Phase 3

Please indicate the degree to which you agree/disagree with the following actions relating to the selecting and design of learnerships?

	Actions for selecting and designing a learnership	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
3.1	Select a learnership as an appropriate programme to meet organisational goals					
3.2	Develop an organisational workplace project proposal before implementation					
3.3	Design a learning programme outlining all learning requirements					
3.4	Other (please specify):..					

Prepare to implement learnership: Phase 4

Please indicate the degree to which you agree/disagree with the following actions relating to the preparing to implement learnerships?

	Actions for preparing to implement a learnership	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
4.1	Establish a process, and project steering committee to guide implementation					
4.2	Form implementation partnerships with providers					
4.3	Develop organisational capacity for delivery of the learnership					
4.4	Obtain workplace provider accreditation					
4.5	Select and support learners					
4.6	Develop learning material from the detailed curriculum					
4.7	Other (please specify):..					

Prepare to implement learnership: Phase 4 (actions and tasks)

Please indicate the degree to which you agree/disagree with the following tasks required for preparing to implement learnerships?

	Tasks for "Preparing to implement a learnership"	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
4.8	**Establish a process, and project steering committee to guide implementation by:** Establishing a learnership management team					
4.9	Developing a quality management system including business plan and budget					
4.10	Appointing a project manager to drive the process					
4.11	Scheduling regular meetings to ensure communication					
4.12	**Form implementation partnerships with providers by:** Conducting a workshop with employers and providers to develop a broad curriculum and learning programme					
4.13	Selecting and form partnerships with leading providers					
4.14	Deciding on learning activity distribution					
4.15	**Develop organisational capacity for delivery of the learnership by:** Conducting a workshop with employer and providers to prepare for accreditation					
4.16	Setting up an implementation team at workplace and provider					
4.17	Identifying, train and register assessors					
4.18	Providing training to workplace trainers and mentor (facilitators)					
4.19	Identifying staff required for administration					
4.20	Identifying and obtain any additional equipment and/or other physical resources needed					
4.21	Orientating existing workforce					
4.22	**Obtain workplace provider accreditation by:** Developing a vision and mission statement regarding the training function					
4.23	Obtaining and complete an accreditation application form					
4.24	Developing and document clear policies and/or procedures in accordance with ETQA requirements					

Tasks for "Preparing to implement a learnership" [continued]	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Select and support learners by:					
4.25 Developing learner selection policy, procedures and processes					
4.26 Identifying, select and prepare learners					
4.27 Recognising Prior Learning of learners					
4.28 Developing individual learning programmes					
4.29 Planning rotation between institutional and workplace learning for each learner					
4.30 Orientating learners					
4.31 Signing learnership agreements					
Develop learning material from the detailed curriculum by: 4.32 Developing a detailed curriculum					
4.33 Selecting and developing learning material					
4.34 Other (please specify):					

Implement learnership: Phase 5

Please indicate the degree to which you agree/disagree with the following actions relating to the implementation of learnerships?

Actions for implementing a learnership	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
5.1 Implement workplace learning					
5.2 Conduct formative assessment (Refers to assessment that takes place during the process of learning)					
5.3 Conduct summative assessment (Refers to assessment for making a judgement about achievement and is carried out when a learner is ready to be assessed at the end of a programme of learning)					
5.4 Other (please specify):					

Monitor, report and evaluate: Phase 6

Please indicate the degree to which you agree/disagree with the following actions relating to the monitoring, reporting and evaluating learnerships?							
Actions for monitoring, reporting and evaluating		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
6.1	Prepare reports for organisation and MERSETA					
6.2	Determine the cost effectiveness and impact of the learnership					
6.3	Update organisational Quality Management System based on improvements identified					
6.4	Other (please specify):					

Respondents additional comments and input requested on learnership model:

....

....

....

....

If you wish to receive a summary of the results from the survey please confirm your contact Details:

Name: ....

Position: ....

Address: ....

Tel: ....

Fax: ....

Cell: ....

E-mail: ....

Thank you for your kind co-operation. Please return the questionnaire to the researcher.

Singh surveys

APPENDIX C

LEARNERSHIPS AWARENESS SURVEY

ORGANISATIONAL SURVEY

Name of Organisation:	_____
Name of Respondent :	_____
Position Held	: _____
Contact Number	: _____
Postal Address	: _____

Date of Interview	: _____
Time of Interview	: _____

QUESTIONS

1. Does your organization provide any form of skills training for your employees?

   ☐ Yes (2)
   ☐ No (1)

2.a. Are you familiar with the National Qualifications Framework (NQF) as a qualifications regulatory body?

   ☐ Yes (2)
   ☐ No (1)

b. If the answer to 2a) was YES, then provide a brief explanation of what you understand the NQF to be. (2)

   _____
   _____
   _____

3a. Are you familiar with the South African Qualifications Authority (SAQA) as an accreditation body?

   ☐ Yes (2)
   ☐ No (1)

b. If the answer to 3a) was YES, then provide a brief explanation of what you
    understand SAQA to be. (2)

    _____
    _____
    _____

4a. Are you familiar with the system of Learnerships proposed by the Departments
    of Education and Labour

    ☐ Yes (2)
    ☐ No (1)

b. If the answer to 4a) was YES, then explain what you understand by this new
    system? (2)

    _____
    _____
    _____
    _____

5. If there is anything that you wish to ask or seek clarity on concerning the system
    of Learnerships please state below.

    _____
    _____
    _____
    _____

6. If your answer to 2a, 3a and/or 4a were NO would you like the related information
    to be conveyed to you?

    ☐ Yes
    ☐ No

Thank you for your co-operation.

LEARNERSHIPS PERCEPTION SURVEY

ORGANISATIONAL SURVEY

Name of Organisation: _____
Name of Respondent : _____
Position Held   : _____
Contact Number   : _____
Postal Address   : _____

Date of Interview   : _____
Time of Interview   : _____

Place a tick in the appropriate boxes:

SECTION 1: Organisational details

1.a)   Which particular area of manufacturing is your organisation engaged in?

☐   iron and steel (1)
☐   clothing and textiles (2)
☐   chemicals (3)
☐   building and construction (4)
☐   other   (5) _____

1.b)   How many employees do you currently have outside of management?

☐   0 - 9 (1)   ☐   80 – 99 (5)
☐   20 – 39 (2)   ☐   100 – 149 (6)
☐   40 - 59 (3)   ☐   150 - 200 (7)
☐   60 - 79 (4)   ☐   Above 200 (8)

1.c)   Is your organisation part of:

☐   a publicly listed company (1)
☐   a privately owned company / corporation (2)
☐   an individually owned business (3)
☐   a business partnership (4)
☐   other (5) _____

SECTION 2:   Present organisational training system

2.a)   How is skills training and development currently undertaken at your
organisation?

- [ ]   in – house (4)
- [ ]   outsourced (3)
- [ ]   at head office (2)
- [ ]   no training is offered (1)

2.b)   What approximate percentage of your organisation's income is spent on
training?

- [ ]   0   (1)
- [ ]   0 - 1 (2)
- [ ]   2 - 3 (3)

- [ ]   4 – 5 (4)
- [ ]   6 – 10 (5)
- [ ]   more than 10 (6)

2.c)   What approximate percentage of new recruits require practical work - related
training after being employed by your organisation?

- [ ]   80 - 100 (8)
- [ ]   70 - 79   (7)
- [ ]   60 - 69   (6)
- [ ]   50 - 59   (5)

- [ ]   40 - 49 (4)
- [ ]   30 - 39 (3)
- [ ]   20 - 29 (2)
- [ ]   less than 20 (1)

2.d)   Does your current training and development programme satisfy your
organisational training needs?

- [ ]   Yes (2)
- [ ]   Somewhat (2)
- [ ]   No (1)

2.e)   Is your current training system

	Yes	No
2.e.i) SAQA accredited (2)	[ ]	[ ]
2.e.i) Registered with the relevant SETAs (2)	[ ]	[ ]
2.e.i) Compatible with the requirements for offering Learnerships (2)	[ ]	[ ]

SECTION 3: Organisational support for Learnerships implementation

3.a)   Has you organisation thus far engaged in training partnership with
educational institutions?

☐ Yes (2)
☐ No (1)

3.b.i) If your answer to (a) was Yes, is your organisation willing to continue to do so?

☐ Yes (2)
☐ No (1)

3.b.ii) If your answer to (a) was No, will your organisation consider doing so in future?

☐ Yes (2)
☐ No (1)

3.c) Will your organisation be willing to offer practical training experience to trainees not employed by your organisation.

☐ Yes (2)
☐ No (1)

3.d) Will your organisation be willing to accommodate the supervision/evaluation of trainees placed in your work environment by other training institutions?

☐ Yes (2)
☐ No (1)

3.e) Do you believe your organisation has the resources to offer work-based training to outside trainees?

☐ Yes (2)
☐ No (1)

3.f) Do you believe that your organisation can benefit in any way at all from offering work-based training to "outside" trainees?

☐ Yes (2)
☐ No (1)

3.g) If your answer to (f) was Yes, then do you see this benefit as:

☐ Monetary (1)
☐ Experiential (2)
☐ Morally based (3)

SECTION 4: Organisational partiality to Learnerships

4.a) Do you believe that your organisation has the required structure in place to cater for Learnership training?

    ☐ Yes (3)
    ☐ Somewhat (2)
    ☐ No (1)

4.b) Will your organisation be ready to engage in the provision of Learnerships training for students registered at learning institutions in January 2001?

    ☐ Yes (3)
    ☐ Uncertain (2)
    ☐ No (1)

4.c) Your efforts in implementing Learnerships in 2001 will:
    ☐ gain momentum (3)
    ☐ not change (2)
    ☐ lose momentum (1)

4.d) If you are not ready to engage in Learnerships it would be because of:
    ☐ lack of knowledge in the organisation to implement such (5)
    ☐ lack of funds to implement such (4)
    ☐ lack of organisational commitment to implement such (3)
    ☐ failure to see tangible benefits of implementing such (2)
    ☐ other (1) _____

4.e) How can the Departments of Education and Labour assist an organisation such as yours in implementing Learnerships?

Education	Labour

4.f) Which area/s within your organisation can most benefit from the system of Learnerships?

_____   _____

_____   _____

_____   _____

_____   _____

4.g (i) Has the introduction of the Skills Development Levies Act influenced your training endeavours in any way?

- [ ] Yes (2)
- [ ] No (1)

4.g (ii) If your answer to g(i) was YES then indicate whether the Levies Act has influenced your training efforts:

- [ ] positively (2)
- [ ] negatively (1)

4.h) The long term prospects of running Learnerships programmes within your organisation are:

- [ ] good (3)
- [ ] uncertain (2)
- [ ] poor (1)

Thank you for your co-operation.