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Middle managers response to implementing the Employment Equity Act 55/1998

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2008-03-31T13:33:36Z
http://hdl.handle.net/10539/4727

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APPENDIX C

RESEARCH INSTRUMENT

A. DEMOGRAPHICS

1. Age

20-34	
35-44	
45-54	
55-65	

2. Gender

Male	Female

3. Race

White	Asian	Black	Coloured

4. Years of experience in this organization

1-5	
6-10	
11-20	
other	

5. Your central function ……

6. Length of time in this position

1-5	
6-10	
other	

7. Number of subordinates ……..

8. Highest qualification ……

B. UNDERSTANDING OF EMPLOYMENT EQUITY ACT

1. Do you think the banking sector needs to transform in terms of broader changes going on in South Africa?

Y
N

2. The Employment Equity Act 55/98 was formulated in 1998 as part of transforming the workplace. Do you think the Act was necessary?

Y
N

Please elaborate in your answer:

……

……

……

3. The purpose of the Employment Equity Act 55/98 is to achieve equity in the workplace by –

(a) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination, and
(b) implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

Do you think your organization is meeting the purpose of this Act as stated above?

Y
N

Please clarify your answer:

……

……

……

4. What do you understand by the term “discrimination”?

……

……

……

5. What do you understand by the term “designated groups”?

……

……

……

Please list the designated groups that you are aware?

……

……

6. How do you understand the term “affirmative action”?

……

……

……

7. What affirmative measures your organization is currently implementing? Please list.

……

……

……

8. What do you understand by the term “Employment Equity Plan”?

……

……

……

9. Does your organization have Employment Equity Plan?

Y
N

10. There are ten steps to an Employment Equity Plan as required by the Department of Labour.

1. Assigning responsibility
2. Communication awareness and training
3. Consultation
4. Analysis
5. Affirmative Action measures and objectives
6. Time frames
7. Resources
8. Communication
9. Monitoring and evaluating the plan
10. Reporting

List those steps of the Employment Equity Plan, which your organization has or is presently implementing.

……

……

……

11. As a middle manager, which five steps do you regard as the most important for your organization? Please list the steps from 1-5 in order of importance.

……

……

……

C. IMPLEMENTATION OF THE EMPLOYMENT EQUITY ACT 55/98

1. As a middle manager, what do you consider to be the three main challenges, which you are facing in implementing the Employment Equity Act?

……

……

2. How are you addressing each of these challenges?

……

……

……

3. According to the requirements of the Employment Equity Plan, the organization has to set the numerical goals in bringing up equality. Are you involved in identifying the targets set by your organization?

Y
N

If no, at what points of the implementation of the Employment Equity do you become involved?

If yes, how and where are you involved in setting the numerical targets?

……

……

……

4. What were the numerical targets for achieving equality in your Department for last year (2004)?

……

5. Did your Department achieve its numerical target?

Y
N

Please clarify what made it possible or impossible to meet the department's numerical target?

……

……

……

6. What time frame does your organization identify for meeting the numerical targets in answer to question 5?

   1 year
   2 years
   3 years

   Other …….

7. Which designated groups of people does your organization take into account when setting numerical targets?

   ……

8. What procedures does your organization have in place to monitor the implementation of the Employment Equity Plan?

   ……

   ……

   ……

9. Do you think it is your responsibility as a middle manager to educate your subordinates about subordinates Employment Equity Plan?

Y
N

   If yes, how do you educate your subordinates?

   Training
   Awareness campaigns
   Meeting
   One to one

   Other please specify: ……

10. What are some of the frequently asked questions your organization raise with you about your organizations Employment Equity Plan?

    ……

    ……

    ……

11. How are those questions managed?

……

……

……

12. What kind of responses do you receive from your subordinates with regard to the implementation of Employment Equity in your organization?

Resistance
Anxious
Anger
Excitement

Other: ……..

13. As a middle manager, how do these responses affect you?

……

……

……

D. ORGANISATIONAL SUPPORT

1. Do you have a clear job description?

Y
N

2. Do you have clear lines of communication with your immediate superior?

Y
N

3. How would you describe your relationship with your immediate superior?

Supportive
Demanding
Pressurizing

Other: ……

4. Please elaborate on your answer.

……

……

5. As a middle manager do you think your organization is doing enough to support you in your present employment position?

Y
N

Please elaborate on your answer.

……

……

……

6. What kind of training did you receive with regard to Employment Equity Act and its implementation?

In-service training
Workshop
Formal education
Presentation
Individual mentor
Conferences

Other: ……..

7. When did you receive the training?

……

……

……

8. Please briefly describe how your response to the working environment has changed from 7 years back.

……

……

……

9. How do you think your organization can do better to help you on your position to face your present challenge?

……

……

……

E. BROADER IMPACT OF EMPLOYMENT EQUITY ACT 55/98

1. Do you think Employment Equity Act has resulted in any of the following?

Assisted in retaining staff
Resulted in loosing staff
Generally made staff more satisfied on the job
Generally made staff less satisfied on the job

Other: ……..

2. Given South Africa as a member of global community, do you think that any of the policies of the World Bank have any impact on the implementation of the Employment Equity Act 55/98?

Y
N

Please elaborate on your answer.

……

……

……

3. If given any chance to change any part of the Employment Equity Act 55/98. What would you change?

……

……

……

4. Please note any recommendation you may have with respect to achieving equity in the workplace.

……

……

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