

APPENDIX A

DEPARTMENT OF HOME AFFAIRS QUESTIONNAIRE

STUDENT NAME: Lawrence Tsipane
STDENT NUMBER: 8911505F

Introduction:

I am Lawrence Tsipane. I am at Wits School of P&DM completing my Masters Degree in Public and Development Management. I am carrying out this research in order to fulfill the academic requirements for my studies.

I hereby request that you assist me by completing the attached questionnaire. Please note that the first part of the questions will be completed by yourself while I would like to ask you the questions in the last section to allow us to discuss this section in more detail. I hereby request permission to voice record this latter section of the interview. This is necessary for me to be able to document your responses fully without interfering with the discussion I would like us to have in this section.

Please note that there is no wrong or right response. You are however, requested to provide your honest response. Your responses will be treated with the utmost confidentiality and your responses will be shared with you before being analysed to ensure that they are captured accurately. You may receive copy of the result of this research if you so wish.

Before we continue, do you have any questions?

Please sign below to indicate that I have explained the purpose and process for this interview and that you are participating at your own will:

Signature

Date

SECTION A: DEMOGRAPHIC DATA

INSTRUCTION: Please circle the most appropriate response

1. For how long have you been employed in your current post?

- a) Less than 1 year
- b) 1-2 years
- c) 3-5 years
- d) More than 5 years

2. Please tick the box appropriate to your level or position

Deputy Director General	
Chief Director	
Director	
Deputy Director	
Assistant Director	

SECTION B: THE ROLE OF SKILLS DEVELOPMENT IN SERVICE DELIVERY IMPROVEMENT

- 3. In your opinion, is skills development policies currently implemented in the best possible manner in your department? Please explain your response and give examples where possible.
- 4. Do you think there is a link between the levels of implementation of skills development initiatives and the quality of services rendered by institutions? Please explain this further.
- 5. How would you describe the DHA Turnaround project implemented between 2007 and 2010 to a person who does not know about it?

6. How have skills development contributed to the success of the turnaround project?
7. The perceptions of the public regarding the quality of service provided by the department have changed over time. How much of this, in your view is attributable to the manner in which the skills development programmes were implemented.
8. Do you think that the quality of services delivered by the DHA has indeed improved? Please explain.
9. In your view, how different were the skills development initiatives implemented before and during the turnaround period? Please explain.
10. To what extent can you say that your approach to skills development is supportive of work performance?
11. How is your skills development approach linked to the broader process of institution building and your HRD strategy?
12. How did you ensure that linkages or alignment?
13. What is the relationship between LA and HRD branch
14. Apart from the skills development initiatives, is there anything else that contributes to the success of the project?
15. Your Branch, the Learning Academy, is seen by your colleagues as a positive spin off from the Turnaround Strategy, what make others talk so positively about your branch?
16. What difference has the LA made in the department?
17. Do you think that the DHA will have achieved similar result if there was no LA?
18. Do you necessarily have to have a LA or just a unit/ directorate to deal with issues of skills development and will the result be the same? Can any department made such an impact while not necessarily having an academy.
19. Is the LA working as the people allege? Are there any challenges related to the running of the LA and SD?

20. If other departments would like to learn from your experience and want to set-up a LA, What are some critical success factors?
21. What must be in place for a department to benefit from having a LA?
22. What are challenges they might encounter in setting up a LA and how can they deal with those?
23. How many staff members are in the academy and their skills profile?
24. In your view, is there anything other departments can learn from your department regarding the value of skills development in enhancing service delivery?
25. In your opinion, what else can be put in place to enhance the implementation of skills development policies in the public service in general? Please explain your response and give example where possible.
26. In closing, how would you explain your personal experiences during the project? In other words, how was working in the department during the project?

Thank you for responding to my questions. Your cooperation is highly appreciated.