



Dear Respondent

You have received this questionnaire as part of a survey investigating whether transformation of an organisation leads to growth and therefore developmental. SARS is widely recognised as a performing public entity and its delivery has been attributed to Transformation. It's revenue has increased year after year and therefore provided necessary finances for the government to achieve its goals. I will be very grateful if you could assist me in my research by taking the time to complete this questionnaire. Your response will help me understand your experience in the process and therefore to identify those success factors of transformation which are developmental in nature.

More importantly, you will be assisting me to complete a very critical part of fulfilment of my post-graduate programme at the University of Witswatersrand.

Please answer the questionnaire as honestly and fully as you can. The answers you give will be treated confidentially, and will be used for research purposes only. If you have any questions about completing the questionnaire, please phone Adeola on 082 908 2430.

Thank you for your assistance.

Yours sincerely

Adeola Adesanya

OPTIONAL: TO BE COMPLETED BY RESPONDENT:	
Full names	
Surname	
Business Unit	
Gender	
Position in Organisation	
How long in organisation	

HOW TO COMPLETE THE QUESTIONNAIRE

1. Please follow the instructions very carefully. There are instructions, in red, before some questions and next to the answers for some of the questions.
2. Please mark only one box in a list of answers unless the instruction reads "You may mark more than one box". Mark a box by placing a cross in it – for example,

X

3. Where there is a list of items, each one comprising a scale, and you are asked to rate an item from, for example, "Not at all" to "To a very large extent", please rate every item in the list.

To rate a scale item: if you were asked to rate the extent to which your parents / guardians had influenced your choice of university or technikon, and you felt that their influence had been "large" but not "very large", you would mark as follows:

Not at all				To a very large extent
1	2	3	4	5
			x	

SECTION 1: SKILLS

1.1 Have you acquired new skills in the last 6 years?

Yes No

1.2 Please indicate the new skill you have acquired.

1.3 Did you benefit from learning this new skill?

Yes No

1.3 In what way did you benefit from acquiring this skill?

1.4 How was the skill acquired? (You may mark more than one box)

- Internal training recommended by supervisor
- Training provided by external provider identified by self for personal development
- Other (please specify):
- _____

1.5 Are you using those skills presently?

Yes No

1.6 To what extent are they adding value to your present job? (Please mark one box)

Not at all To a very large extent

1 2 3 4 5

SECTION 2: HR POLICIES

2.1 Do you have the following HR policies? (Please mark one box in every row)

<input type="checkbox"/> Yes	<input type="checkbox"/> No	Performance Management
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Training/Skills development
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Remuneration
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Bonus/Incentive Scheme

2.2 Please indicate whether there has been any improvement in this area in the last 6 years

<input type="checkbox"/> Yes	<input type="checkbox"/> No	Performance Management
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Training/Skills development
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Remuneration
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Bonus/Incentive Scheme

2.3 What factors contributed to the improvement of any of these policies?

Performance Management -----

Training/Skills development -----

Remuneration -----

Bonus/Incentive Scheme -----

SECTION 3: ENABLING WORK ENVIRONMENT

3.1 What is the most important thing to you in the workplace?

3.2 Do you have it now? (Please mark one box)

Yes No

3.3 Have you always had it? (Please mark one box)

Yes No

3.4 What has changed and why?

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.....

3.5 What kind of work area do you have? (Please mark one box)

Open plan office
 Cellular Office

Since when?

3.6 Do you like it?

Yes No

3.7 Do you get to work easily? (Please mark one box)

Yes No

3.8 What facilities do you have on your premises?

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.....
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3.9 Do these facilities contribute to your satisfaction at work? (Please mark one box)

Yes No

SECTION 4: SYSTEMS/TECHNOLOGY

4.1 What systems/technology do you use to work?

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.....
.....

4.2 Do you need any of the following to do your work? (Please mark one box on each row)

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Systems
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Databases
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Computer Software Programmes

4.3 If your answer to 4.2 above is yes, please indicate whether they are available to you

now.

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.....

4.4 Does IT contribute to your satisfaction at work or make your job easier?

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SECTION 5: PERSONAL PERSPECTIVE

5.1 What is the biggest impact of transformation in the organisation?

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5.2 In your opinion, what is the biggest weakness of transformation in the organisation?

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5.3 What would you do differently?

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THANK YOU VERY MUCH FOR COMPLETING THIS QUESTIONNAIRE.