

Florus Prinsloo
PO Box 625
Buccleuch
2066

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Dear Sir/Madam

RESEARCH PROJECT ON SETA LEADERSHIP COMPETENCIES

Request for assistance

You are kindly requested to assist me with my research project by filling in the attached questionnaire. This project is aimed at establishing which leadership competencies are most **important** and most **relevant** for a SETA to be effective in implementing the objective of the National Skills Development Strategy.

The title of the study is **Identifying a national leaderships skills training and development strategy for leaders within SETAs.**

Use of the results and confidentiality

- The research is being conducted in collaboration with the Centre for Work Performance, a unit of the Department of Human Resource Management at Rand Afrikaans University. A letter confirming this can be supplied.
- The results are to be consolidated and published in the form of a Doctoral Thesis, without reference to any of the responding persons.
- All information will be treated as strictly confidential and no information will be released that will enable anyone to identify you or your organisation.
- Should you be interested in receiving a copy of the results of this study, kindly supply your contact details and postal address.

Contact numbers

Should you experience any difficulty with the completion of this questionnaire kindly contact me at any of the following:

Cell 082 332 8987 Fax 011 782 9801 Email: ska@worldonline.co.za

Return of completed questionnaire

Please return your completed questionnaire to my research assistant at the above fax number or email address as soon as you possibly can.

I thank you in anticipation for your assistance.

Yours sincerely
Florus Prinsloo

Questionnaire

General instructions:

- Please read the instructions carefully as you complete this survey.
- This questionnaire should be completed by either a manager working for a SETA or a Member of a SETA Board.
- Please answer all the questions and respond to all statements as requested.

Completion date:

Section 1: Background Information

This section of the questionnaire refers to background and biographical information. Although I understand the sensitivity of the information required, your response is appreciated. This information will greatly assist me in comparing groups of respondents. I once again assure you that your response will remain anonymous.

Please mark only one box with an X.

1.1 Of which SETA are you a stakeholder?

BANKSETA	1
CETA	2
CHIETA	3
DIDTETA	4
ESETA	5
ETDP-SETA	6
FASSET	7
FIETA	8
FOODBEV	9
HWSETA	10
INSETA	11
ISETT	12
LGWSETA	13
MAPPP	14
MERSETA	15
MQA	16
PAETA	17
POSLECSETA	18
PSETA	19
SERVICES	20
SETASA	21
TETA	22
TEXTILES	23
THETA	24
W&RSETA	25

1.2 Which stakeholder grouping within your SETA do you represent?

SETA Management Member	1
SETA Board Member	2

1.3 How many full-time employees does the SETA you represent have countrywide?
(Answer only if you know)

1 – 20	1
21 – 40	2
41 – 60	3
61 – 80	4
81 – 100	5
100 – 120	6
121 – 140	7
140 – 160	8
161 – 180	9
180 – 200	10
200+	11

1.4 What is your gender?

Female	1
Male	2

1.5 What is your race in terms of section 1 of the EMPLOYMENT EQUITY ACT NO. 55 OF 1998?

African – Black	1
African – Coloured	2
African – Indian	3
African – White	4
Other – please specify	5

1.6 What is your age group?

Under 20 years	1
20 – 30 years	2
31 – 40 years	3
41 – 50 years	4
51 – 60 years	5
61 – 70 years	6
Over 70 years	7

Section 2: Relevance of Leadership Competencies

To what extent do you believe each of the following competencies is **relevant** for a member of a SETA Management Team? Indicate your choice by inserting an X in the relevant column using the scale provided.

Ref	Competency	Totally Irrelevant	Irrelevant	Partially Relevant	Relevant	Very Relevant
2.1	Building a sense of mission in all SETA Stakeholders	1	2	3	4	5
2.2	Developing the analytical skills of your staff	1	2	3	4	5
2.3	Creating an openness to new ideas from others	1	2	3	4	5
2.4	Creating structures and processes for control	1	2	3	4	5
2.5	Developing problem solving skills of your staff	1	2	3	4	5
2.6	Having tenacity	1	2	3	4	5
2.7	Having moral courage	1	2	3	4	5
2.8	Developing the assertiveness of your staff	1	2	3	4	5
2.9	Developing the social skills of your staff	1	2	3	4	5
2.10	Developing strategic planning skills in yourself	1	2	3	4	5
2.11	Developing organising capacity in yourself	1	2	3	4	5
2.12	Building a dynamic team	1	2	3	4	5
2.13	Developing the capacity to learn in yourself and your staff	1	2	3	4	5
2.14	Creating an agreeable spirit among your staff	1	2	3	4	5
2.15	Developing staff that are dependable	1	2	3	4	5

Section 3: Importance of Leadership Competencies

To what extent do you believe each of the following competencies is **important** for a member of a SETA Management Team? Indicate your choice by inserting an X in the relevant column using the scale provided.

Ref	Competency	Totally Unimportant	Not Important	Partially Important	Important	Very Important
2.1	Building a sense of mission in all SETA Stakeholders	1	2	3	4	5
2.2	Developing the analytical skills of your staff	1	2	3	4	5
2.3	Creating an openness to new ideas from others	1	2	3	4	5
2.4	Creating structures and processes for control	1	2	3	4	5
2.5	Developing problem solving skills of your staff	1	2	3	4	5
2.6	Having tenacity	1	2	3	4	5
2.7	Having moral courage	1	2	3	4	5
2.8	Developing the assertiveness of your staff	1	2	3	4	5
2.9	Developing the social skills of your staff	1	2	3	4	5
2.10	Developing strategic planning skills in yourself	1	2	3	4	5
2.11	Developing organising capacity in yourself	1	2	3	4	5
2.12	Building a dynamic team	1	2	3	4	5
2.13	Developing the capacity to learn in yourself and your staff	1	2	3	4	5
2.14	Creating an agreeable spirit among your staff	1	2	3	4	5
2.15	Developing staff that are dependable	1	2	3	4	5

Section 4: Contextual Factors in relation to Leadership Competencies

Please evaluate each of the following contextual factors in relation to Leadership Competencies by completing the table below with an X in one of the Columns.

	Other Contextual Factors	This contextual factor is LESS important than Leadership Competencies	This contextual factor is AS important than Leadership Competencies	This contextual factor is MORE important than Leadership Competencies
4.1	External Environment The setting in which the organisation is embedded such as markets, clients, products, services, suppliers, communities and the broader society	1	2	3
4.2	Organisational Culture The way employees see, interpret and do things in the work environment	1	2	3
4.3	Organisational Structure The shape, structure, roles, systems and practises of the organisation	1	2	3
4.4	Resources The means to an end such as money, facilities, technology, knowledge, skills	1	2	3

Section 5: Contextual Factors ranked in Importance

Please rank in order of importance each of the following contextual factors. Allocate a rank of 1 to the most important factor, a rank of 2 to the second most important factor, etc. Allocate a rank of 5 to the least important factor. **Use each of the numbers 1 to 5 only once.**

Ref	Contextual Factors (Refer Section 4 for Definitions)	RANK
4.1	External Environment	
4.2	Organisational Culture	
4.3	Organisational Structure	
4.4	Resources	
4.5	Leadership Competencies	

Section 6: General Comments



5.15	<p>Please add any comments that you may have, in particular based on your experiences in managing and leading a SETA.</p> <p>Please feel free to include both “positive” things TO DO and negative things NOT TO DO.</p>

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE