

EMPLOYEE COMMITMENT SURVEY

Organisation

The purpose of this survey is to gather information to understand the employees' view on commitment in the Technical and General Freight Business departments of the organisation.

The questions relate to the following main sections in the questionnaire namely work environment, demographic information, organisation commitment, union commitment, employee equity views, black economic empowerment views and views on the role of the mentor.

You will remain anonymous and all answers are completely confidential. The results will be used for research purposes only.

Please complete all questions. There is only **one answer** to each question. Please mark the answer that is most applicable to you with an **X**.

SECTION A: WORK ENVIRONMENT

A.1 REGION/WORK PLACE

1	Cape Town	4,7%
2	Kimberley	9%
3	Port Elizabeth	5,3%
4	East London	4,4%
5	Bloemfontein	10,7%
6	Durban	9,1%
7	Johannesburg	36,1%
8	Pretoria	14,6%
9	Saldanha	0,6%
10	Empangeni	1,1%
11	Headquarters	3,8%

A.2 DEPARTMENT: TECHNICAL

1	Asset Life Cycle Management (Mr W Kuys)	10,8%
2	Engineering (Mr G Paverd)	3,8%
3	Evaluation, Acquisition and Review (EAR) (Dr C Dutton)	2,4%
4	Governance (Mr S Vogel)	1,6%
5	Infrastructure (Mr D Barnard)	18,8%
6	Traction (Mr W Labuschagne)	43,3%
7	Wagons (Mr L Dube)	6,4%
8	Other (please specify)	0%

OR

DEPARTMENT: GFB

1	Commercial (Mr C Sono)	1,3%
2	Terminals/Intermodal/Auto-motive (Mr J Pohlwana)	0,3%
3	Customer services and production (Mr A Moodliar)	6,1%
4	Strategic marketing and planning (Ms C Ndaba)	0%
5	Finance and support services (Mr S Tsoku)	2,5%
6	GFB Integration (Vacancy)	1,6%
7	HR (Mr G. Mahenye)	0,8%
8	Safety and quality (Mr D. Gamede)	0,3%

A.3 CURRENT JOB LEVEL

1	103	0,2%
2	104	0,8%
3	106	1,3%
4	109	7,7%
5	610	17,3%
6	Junior personnel:	
6.1	Administrative	24,8%
6.2	Technical	40,8%
6.3	Supervisory	7,2%
6.4	Other (please specify)	0%

A.4 LENGTH OF SERVICE IN THE ORGANISATION IN COMPLETE YEARS

1	Less than one year	5,3%
2	1 – 5 years	8,5%
3	6 – 10 years	11%
4	11 – 15 years	10,2%
5	16 – 20 years	10,2%
6	21 – 25 years	19,5%
7	26 – 30 years	15,7%
8	31 – 35 years	12,9%
9	36 – 40 years	6%
10	More than 40 years	0,8%

SECTION B: DEMOGRAPHIC INFORMATION

B.1 RACE:

1	African	24,2%
2	Coloured	8,3%
3	Indian or Asian	5,2%
4	White	62,3%

B.2 GENDER

1	Female	19,5%
2	Male	80,5%

B.3 AGE GROUP

1	Younger than 25	4,2%
2	25– 30	12,1%
3	31 – 35	14,4%
4	36 – 40	12,9%
5	41 – 45	22,1%
6	46 – 50	18,1%
7	51 – 55	10,7%
8	56 – 63	5,5%

B.4 MARITAL STATUS

1	Single	18,8%
2	Married	72,2%
3	Divorced	7,1%
4	Widow/widower	0,9%
5	Living with a partner	0,9%

B.5 HIGHEST LEVEL OF EDUCATION

1	Std. 6	3,6%
2	Std. 7	1,1%
3	Std. 8	11,5%
4	Std. 9	4,4%
5	Std. 10	28,1%
6	Post-matric Diploma /Certificate	34,2%
7	Degree	8,6%
8	Post graduate	8,5%

B.6 HOME LANGUAGE

(mark one option only)

1	Afrikaans	50,2%
2	English	25,4%
3	Ndebele	1,3%
4	SePedi	3,5%
5	Sotho	4,9%
6	Swati	0,8%
7	Tsonga	1,4%
8	Tswana	3,8%
9	Venda	1,4%
10	Xhosa	3,0%
11	Zulu	4,4%
12	Other (please specify)	0%

Please answer each of the following questions by marking (X) the option that best describes your opinion on the scale provided. Mark one option only. Remember that there are no right or wrong answers. We are merely interested in your opinion.

E.g. To what extent should everyone have a feeling of pride in their work?

1 = No need for feeling of pride.

2 = Little need for feeling of pride.

3 = Neutral

4 = Must have some feeling of pride.

5 = Must have extensive feeling of pride.

1	2	3	4	5
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SECTION C: ORGANISATION-RELATED COMMITMENT QUESTIONNAIRE

In this section the following words are used. For purposes of clarity a short definition is provided:

Work : The activity in general

Job : The position you currently hold

Occupation : The vocation you are practicing due to specialised training

Career : A pattern of work-related experiences that transcends a person's life cycle

C1. To what extent should an employee have a feeling of pride in his/her work?

No need for pride

4,7 %	2,2 %	6,8 %	35,3 %	51,0 %
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Extreme need for pride

C2. To what extent should work be perceived as merely a means to other ends?

Not a means to other ends

9,7 %	15,5 %	38,5 %	26,2 %	10,0 %
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Only a means to other ends

C3. How many of your real interests are outside your job?

No interests

7,7 %	15,2 %	35,3 %	28,7 %	13,0 %
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All interests

C4. How much time and energy do you willingly devote to your job?

Very little time and energy

1,3 %	4,1 %	17,7 %	45,7 %	31,2 %
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All my time and energy

C5. To what extent does your occupation have special personal value to you?

No personal value

2,7 %	7,8 %	19,9 %	35,9 %	33,6 %
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Extreme personal value

C6. To what degree can you identify with the high standards set in your occupation?

No identification at all	2,8 %	5,0 %	21,4 %	33,8 %	37,0 %	High identification
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C7. How much do you give to your career?

I don't give anything	0,9 %	3,9 %	15,9 %	36,7 %	42,5 %	I give everything
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C8. How much of your spare time is absorbed by your career?

Very little	10,7 %	18,4 %	33,4 %	29,8 %	7,7 %	All my time
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C9. To what extent do you see yourself as part of the organisation?

To no extent	4,6 %	13,7 %	18,5 %	28,6 %	34,7 %	To a very large extent
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C10. How similar are your own values and the values of the organisation?

Totally different	10,5 %	17,1 %	27,0 %	30,8 %	14,5 %	Exactly the same
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C11. To what extent will you consider the organisation to be the best organisation to work for?

Definitely not the best organisation to work for	15,7 %	22,0 %	24,3 %	21,8 %	16,2 %	Definitely the best organisation to work for
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C12. How involved are you personally in the organisation?

Not involved at all	8,5 %	13,3 %	35,3 %	27,9 %	14,9 %	Extremely involved
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C13. To what extent do you believe can the organisation satisfy your most important needs?

To no extent	7,7 %	16,8 %	30,3 %	29,2 %	16,0 %	To a very large extent
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C14. How lost will you be without the organisation?

Not lost at all

22,3	17,6	28,7	19,8	11,6
%	%	%	%	%

Totally lost

C15. How often does the organisation present you with the opportunity to do the things you do well?

Never offers the opportunity

15,2	19,9	24,5	28,1	12,2
%	%	%	%	%

Always offers the opportunity

C16. How willing are you to accept any job as long as you can stay in the organisation?

Not willing at all

20,3	21,4	23,9	19,6	14,9
%	%	%	%	%

Extremely willing

C17. How central is the organisation in your life?

Not central at all

6,0	17,7	36,3	29,5	10,5
%	%	%	%	%

Completely central

C18. To what extent do you think the above questions relate to your view of organisation-related commitment?

To no extent

3,6	11,0	31,1	36,7	17,6
%	%	%	%	%

To a very large extent

SECTION D: UNION COMMITMENT QUESTIONNAIRE

D1. Which union are you a member of?

1	SATAWU	15,4%
2	UASA	24,3%
3	UTATU	30,8%
4	No membership	29,5%

Please complete the rest of section D **only if you belong to a Union.**

D2. To what extent are you willing to stay on with your union, regardless of the type of work you are doing?

To no extent	11,1 %	11,9 %	28,3 %	24,3 %	24,3 %	To a very large extent
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D3. How important is your union in comparison to all the other organisations (activities) you are involved with?

Not important at all	11,9 %	19,9 %	28,5 %	18,4 %	21,2 %	Very important
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D4. To what extent do you believe your union can satisfy your work-related needs?

To no extent	10,6 %	20,4 %	33,4 %	17,3 %	18,4 %	To a very large extent
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D5. To what degree would you be 'lost' without your union?

Not lost at all	21,7 %	26,8 %	30,8 %	10,2 %	10,6 %	Totally lost
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D6. To what extent is it your life ideal to be part of this union?

To no extent	21,9 %	25,7 %	24,6 %	19,2 %	8,6 %	To a very large extent
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D7. How much time and energy do you willingly devote to your union?

Very little time and energy	32,1 %	28,1 %	19,7 %	14,6 %	5,5 %	All my time and energy
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D8. To what extent does your union enable you to reach all your important goals?

To no extent

27,9	26,5	26,3	12,4	6,9
%	%	%	%	%

To a very large extent

D9. How important is your membership with your current union to you?

Not important

16,4	22,8	23,7	20,4	16,8
%	%	%	%	%

Very important

D10. To what extent are you personally involved in your union?

To no extent

38,9	26,1	17,7	11,5	5,8
%	%	%	%	%

To a very large extent

D11. To what extent does your union represent the opportunity to realise your own values?

To no extent

26,5	29,2	23,2	15,0	6,0
%	%	%	%	%

To a very large extent

D12. How meaningful would your life be without your union?

Totally meaningful

24,6	27,7	29,2	11,1	7,5
%	%	%	%	%

Completely meaningless

D13. To what extent is your own identity based on membership with your union?

To no extent

30,1	24,8	29,0	8,8	7,3
%	%	%	%	%

To a very large extent

D14. To what degree does membership with your union enable you to promote your own career?

To no degree

37,4	23,9	21,9	11,1	5,8
%	%	%	%	%

To a very large degree

D15. To what extent does membership of your union help you to overcome obstacles?

To no extent

22,8	26,5	25,7	16,6	8,4
%	%	%	%	%

To a very large extent

D16. How valuable is union membership to your occupation?

No value at all

20,4 %	25,4 %	20,4 %	19,0 %	14,8 %
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Very valuable

D17. To what extent do you think the above questions relate to your view of union commitment?

To no extent

10,2 %	14,8 %	33,0 %	25,4 %	16,6 %
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To a very large extent



SECTION E: PERCEPTIONS OF EMPLOYMENT EQUITY QUESTIONNAIRE

E1. How often are you given the opportunity to use your skills and talents in your job?

Seldom	12,2 %	14,8 %	23,1 %	29,7 %	20,3 %	Always
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E2. To what degree does management take action to train designated groups to become supervisors and managers?

To no degree	16,8 %	21,2 %	22,8 %	27,3 %	11,9 %	To a very large degree
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E3. To what extent does your supervisor know what your training needs are?

To no extent	17,4 %	17,6 %	28,6 %	21,7 %	14,8 %	To a very large extent
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E4. To what extent do you believe that top management will lead the organisation successfully beyond the year 2005?

To no extent	16,8 %	24,0 %	28,6 %	20,9 %	9,7 %	To a very large extent
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E5. To what extent do all employees in the organisation have the same opportunities for promotion?

To no extent	51,3 %	21,2 %	14,1 %	8,5 %	4,9 %	To a very large extent
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E6. To what degree does recruitment in the organisation take place without discrimination?

To no degree	40,7 %	19,8 %	22,0 %	8,9 %	8,6 %	To a very large degree
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E7. How important do you feel as an employee of the organisation?

Not important	20,3 %	19,6 %	25,3 %	19,3 %	15,5 %	Very important
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E8. To what extent do you think males and females in supervisory and management positions in the organisation perform equally well?

To no extent

15,5 %	19,6 %	33,3 %	22,0 %	9,6 %
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To a very large extent

E9. To what extent are the organisation's employees encouraged to improve their own abilities?

To no extent

11,8 %	22,6 %	33,9 %	22,3 %	9,4 %
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To a very large extent

E10. How successful is the organisation in accommodating the culture and beliefs of all the employees in the workplace?

Totally unsuccessful

14,0 %	20,1 %	36,4 %	23,7 %	5,8 %
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Totally successful

E11. How well do the organisation's rules and regulations keep up with changes in the Labour Law?

Not well

9,3 %	11,1 %	35,3 %	32,8 %	11,5 %
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Very well

E12. To what extent does your job allow you to make use of your abilities and skills?

To no extent

7,8 %	20,3 %	28,1 %	28,6 %	15,2 %
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To a very large extent

E13. How much are employees in your department involved in decisions that affect them?

Little involvement

22,8 %	24,6 %	29,2 %	16,5 %	6,9 %
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Large involvement

E14. How often do your co-workers and you openly communicate with one another?

Seldom

5,3 %	13,2 %	20,9 %	28,9 %	31,7 %
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Every day

E15. To what extent are employees of the various race groups assisted by supervisors/managers to develop to their full potential?

To no extent	12,6 %	22,8 %	30,9 %	22,8 %	11,0 %	To a very large extent
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E16. To what extent do you feel that affirmative action in the organisation is justified?

To no extent	22,8 %	20,7 %	27,8 %	16,5 %	12,2 %	To a very large extent
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E17. How would you describe relationships between different racial groups in the organisation?

Poor	12,6 %	27,2 %	34,1 %	21,1 %	5,0 %	Excellent
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E18. How often is the most capable employee selected for promotion in the organisation?

Never	27,2 %	41,8 %	21,7 %	5,7 %	3,8 %	Always
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E19. How successful is the organisation in achieving equal opportunities for all race groups?

Not successful at all	29,9 %	29,7 %	23,3 %	11,5 %	5,7 %	Very successful
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E20. How often are training programmes available in the organisation to help employees improve their skills?

Never	8,0 %	19,5 %	30,0 %	25,3 %	17,3 %	Always
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E21. To what extent do you feel discriminated against in the organisation?

To no extent	8,0 %	13,2 %	25,6 %	23,9 %	29,4 %	To a very large extent
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E22. How fair is the remuneration you receive from the organisation?

Unfair	22,4 %	19,8 %	32,2 %	18,5 %	7,1 %	Fair
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E23. How well are you informed about Employment Equity?

Not informed at all

10,0 %	18,5 %	23,7 %	30,6 %	17,1 %
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Fully informed

E24. How will you describe the relationship of trust between employees and managers in the organisation?

No trust at all

21,7 %	31,1 %	33,1 %	11,1 %	3,0 %
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Unconditionally trust

E25. To what extent do you think the above questions relate to your view of Employee Equity?

To no extent

5,7 %	12,2 %	36,3 %	29,5 %	16,3 %
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To a very large extent



SECTION F: PERCEPTIONS OF BLACK ECONOMIC EMPOWERMENT* QUESTIONNAIRE

*Black Economic Empowerment is a process to re-address the economic imbalances of the past. One of the methods to achieve this is to give preference to black owned companies when allocating tenders to service providers. The Black Economic Empowerment will become an Act in due course and it is important to know what **your viewpoint** is on this subject.

F1. How well are you informed about Black Economic Empowerment?

Not informed at all	11,5 %	17,0 %	21,7 %	32,3 %	17,6 %	Fully informed
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F2. How well is Black Economic Empowerment communicated in the organisation?

Not well	13,3 %	14,9 %	29,4 %	29,7 %	12,7 %	Very well
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F3. To what extent do you believe Black Economic Empowerment is necessary in South Africa?

To no extent	9,6 %	16,5 %	31,7 %	24,6 %	17,6 %	To a very large extent
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F4. To what extent do you believe that the organisation encourages Black Economic Empowerment?

To no extent	4,1 %	8,0 %	18,5 %	32,3 %	37,0 %	To a very large extent
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F5. In your opinion, how much does the organisation benefit from applying Black Economic Empowerment strategies?

No benefit	22,3 %	25,1 %	31,2 %	13,1 %	8,0 %	Benefit largely
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F6. To what extent do you think affirmative procurement will benefit from Black Economic Empowerment?

To no extent	11,9 %	20,7 %	35,5 %	20,3 %	11,6 %	To a very large extent
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F7. In your opinion, how effectively will Black Economic Empowerment companies render a quality service to the organisation?

Not effectively

19,2	28,8	32,7	13,4	6,0
%	%	%	%	%

Very effectively

F8. In your opinion to what extent will Black Economic Empowerment companies render quality products to the organisation?

To no extent

14,6	29,2	32,4	17,8	6,0
%	%	%	%	%

To a very large extent

F9. How well do you think Black Economic Empowerment benefits will reach the disadvantaged people of South Africa?

Not well

26,2	24,6	27,3	14,6	7,2
%	%	%	%	%

Very well

F10. To what extent do you believe acceptance of Black Economic Empowerment will speed up the implementation of affirmative action?

To no extent

11,0	19,2	31,9	26,8	11,1
%	%	%	%	%

To a very large extent

F11. To what extent do you believe black business will be entitled to get assistance from companies like this organisation?

To no extent

6,9	13,3	30,8	29,0	19,9
%	%	%	%	%

To a very large extent

F12. What do you believe the impact of the Black Economic Empowerment will be on the small minority-owned businesses?

Very negative impact

25,7	25,1	31,4	12,2	5,5
%	%	%	%	%

Very positive impact

F13. To what extent do you think Black Economic Empowerment will benefit to cooperate social investment?

To no extent

12,2	24,0	36,6	17,1	10,0
%	%	%	%	%

To a very large extent

F14. To what extent do you think small, medium micro enterprises (SMMEs) will benefit from Black Economic Empowerment?

To no extent	10,7 %	24,5 %	31,9 %	21,5 %	11,5 %	To a very large extent
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F15. How much do you think black women will benefit from Black Economic Empowerment?

Little benefit	9,9 %	15,7 %	26,8 %	24,5 %	23,1 %	Large benefit
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F16. How much do you think disabled people will benefit from Black Economic Empowerment?

No benefit	21,8 %	20,3 %	31,6 %	16,2 %	10,2 %	Large benefit
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F17. How much do you think black men will benefit from Black Economic Empowerment?

No benefit	5,2 %	10,8 %	26,1 %	28,3 %	29,7 %	Large benefit
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F18. To what extent do you think the above questions relate to your view of Black Economic Empowerment?

To no extent	7,4 %	10,5 %	32,5 %	29,5 %	20,1 %	To a very large extent
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SECTION G: PERCEPTIONS OF THE MENTOR'S ROLE QUESTIONNAIRE

THE ROLE OF A MENTOR*

*A mentor refers to any role model or a significant other person in your work context.

Only complete questions 1–3 if you have a mentor. Otherwise, proceed directly to Question 4

G1a. TYPE OF MENTOR

Which of the following best describes your current mentor (choose one only):		
1	Hierarchical mentor (mentor in a higher grade)	18,7%
2	Hierarchical mentor (mentor in a lower grade)	1,7%
3	Supervisory mentor (supervisor being mentor)	13,8%
4	Executive mentor (mentoring by executive)	2%
5	Peer mentor (colleague – same grade)	4,7%
6	No mentor	59%

Please complete the rest of this section (G1b–G3) **only if you have a mentor.**

G1b. TYPE OF MENTOR

Which of the following best describes your current mentor (choose one only):		
1	Same cultural mentor (mentor from the same race)	37,5%
2	Cross cultural mentor (mentor from a different race)	24,1%
3	Same gender mentor (mentor from the same sex)	23,4%
4	Cross gender mentor (mentor from the opposite sex)	14,9%

G2. MENTOR PHASE

In which one of the following mentorship phase are you CURRENTLY (mark one only):		
1	Initial/early phase: (My mentor and I are just starting a relationship)	23,4%
2	Learning/middle phase: (I am currently learning a great deal from my mentor and he/she is taking active steps toward helping my career)	27,6%
3	Independency/separation phase: (I have already learned a great deal from my mentor and are more focused on establishing my own reputation in the organisation rather than being associated with my mentor)	24,5%
4	Redefinition/final phase: (The relationship has matured to be better described as one between two colleagues rather than senior mentor junior protégé).	24,5%

G3. MENTOR AGE

In what age group does your current mentor fall?:		
1	Less than 25	2,3%
2	25– 30	6,5%
3	31 – 35	15,7%
4	36 – 40	11,9%
5	41 – 45	23,4%
6	46 – 50	17,2%
7	51 – 55	17,2%
8	56 – 63	5,7%

Please complete the rest of this section **regardless** of whether or not you have a mentor. This section is about **your views** on a mentor.

G4. To what extent do you think that there is currently a need for a mentor at work?

To no extent

10,2 %	6,0 %	17,9 %	31,0 %	34,9 %
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To a very large extent

G5. How frequent should one interact with a mentor?

Seldom

7,9 %	4,2 %	23,0 %	42,5 %	22,5 %
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Very frequently

G6. To what extent should one benefit from interactions with a mentor?

To no extent

7,2 %	3,9 %	15,9 %	37,9 %	35,1 %
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To a very large extent

G7. How much time should a mentor invest in a protégé's career?

Very little

7,7 %	4,1 %	31,1 %	32,9 %	24,2 %
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A lot

G8. To what extent should one admire a mentor?

To no extent

9,4 %	5,0 %	26,3 %	29,4 %	29,9 %
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To a very large extent

G9. How frequently should a mentor give assignments that assist one in meeting new colleagues?

Seldom

7,4 %	7,2 %	30,7 %	35,4 %	19,3 %
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Always

G10. To what extent should a mentor give one challenging assignments that present opportunities to improve one's competence?

To no extent	7,2 %	4,1 %	20,2 %	41,3 %	27,2 %	To a very large extent
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G11. How often should a mentor help one complete assignments/tasks or meet deadlines that otherwise would have been difficult to complete?

Seldom	12,0 %	9,4 %	32,8 %	35,3 %	10,6 %	Always
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G12. To what extent should a mentor give you challenging assignments to develop new competencies?

To no extent	7,4 %	3,3 %	20,0 %	44,0 %	25,3 %	To a very large extent
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G13. To what extent should a mentor give one assignments that require networking with managers in different parts of the organisation?

To no extent	7,1 %	5,5 %	25,0 %	39,2 %	23,3 %	To a very large extent
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G14. How often should a mentor give one feedback about what is going on at higher levels in the company?

Never	6,8 %	3,1 %	15,9 %	34,6 %	39,6 %	Always
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G15. How frequently should a mentor convey his/her feelings of respect for one?

Never	6,6 %	5,5 %	25,8 %	34,6 %	27,5 %	Always
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G16. To what extent should a mentor protect one from working with other managers before one is informed about their opinion on controversial topics?

To no extent	12,4 %	11,2 %	33,2 %	31,4 %	11,8 %	To a very large extent
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G17. To what extent should a mentor go out of his/her way to promote one's career?

To no extent	10,5 %	7,5 %	27,5 %	28,9 %	25,5 %	To a very large extent
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G18. To what extent should a mentor encourage one to communicate openly about anxiety and fears that distract one from work?

To no extent	7,2 %	5,7 %	24,2 %	32,2 %	30,7 %	To a very large extent
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G19. How often should a mentor convey empathy for the concerns and feelings one has discussed with him/her?

Never	8,0 %	6,1 %	30,3 %	32,9 %	22,6 %	Always
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G20. To what extent should a mentor encourage one to prepare for future positions?

To no extent	7,7 %	3,3 %	19,7 %	35,4 %	34,0 %	To a very large extent
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G21. To what extent should a mentor encourage one to try alternative ways of behaving on the job?

To no extent	7,9 %	3,6 %	28,6 %	37,7 %	22,2 %	To a very large extent
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G22. How often should a mentor share personal experiences to give a broader perspective to one's problems?

Never	8,0 %	7,1 %	29,9 %	32,4 %	22,6 %	Always
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G23. To what extent should a mentor serve as a role model for protégés?

To no extent	7,4 %	3,0 %	21,4 %	32,1 %	36,2 %	To a very large extent
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G24. To what extent should a mentor's attitudes influence one's attitudes?

To no extent	11,6 %	9,0 %	28,5 %	32,9 %	18,1 %	To a very large extent
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G25. How often should a mentor share his/her career history with one?

Never	9,9 %	10,8 %	33,2 %	29,1 %	17,0 %	Always
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G26. To what extent should a mentor's beliefs influence one's own beliefs?

To no extent	16,8 %	15,4 %	34,6 %	23,7 %	9,4 %	To a very large extent
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G27. How often should a mentor interact with one socially outside of work?

Never	18,7 %	23,1 %	37,7 %	10,4 %	10,1 %	Always
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G28. To what extent should a mentor be one's friend?

To no extent	12,7 %	17,3 %	36,6 %	17,9 %	15,4 %	To a very large extent
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G29. To what extent do you think the above questions relate to your view of mentorship?

To no extent	9,1 %	5,0 %	27,8 %	34,6 %	23,4 %	To a very large extent
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Thank you for completing this questionnaire.

