

Appendix C

TESTING THE QUESTIONNAIRE

In order to ensure that the questionnaire was sufficiently 'user-friendly', a series of face-to-face interviews were conducted in four departments, involving staff at each of the three levels surveyed. The results have been consolidated into the overall analysis included in the main report, but are shown separately in this annexure.

Department	Senior management	Middle management	Lower grades	Total
1. Statistics South Africa	1	3	3	7
2. Department of Health	1	3	4	8
3. Department of Foreign Affairs	1	2	4	7
4. W Cape Dept. Finance	1	2	2	5
Total	4	10	13	27

SENIOR MANAGEMENT

Age distribution								
61-56	55-51	50- 46	45-41	40-36	35-31	30-26	25-21	20-
1		1	1					

Qualifications: The following Table represents the qualifications of the respondents:

Qualification	Number
National Diploma: State Accounting	2
B Com	3
B Com (Hons)	3

SECTION B: YOUR JOB

Question 1: What are the tasks you perform in a typical working day?

The following tasks were listed:

- ?? Act as departmental accountant
- ?? Financial manager for the department
- ?? Attend to meetings

- ?? Expenditure control
- ?? Revenue management
- ?? Fiscal services

Question 2: Which part of your job do you find most difficult?

- ?? None
- ?? Time constraints
- ?? Line managers can not cope with the financial management
- ?? Low capacity levels of staff
- ?? Staff not always cooperative
- ?? Diverse challenges
- ?? Budget constraints
- ?? Red tape

SECTION E: PREVIOUS TRAINING COURSES YOU HAVE ATTENDED

Respondents were required to indicate the courses they have attended. It was also requested from them to provide details of dates, duration and the training provider.

Course	Total
Project management	1
Advance financial management	1
PFMA	1
MTEF	1
Junior & senior management	1
Budgeting	2

SECTION F: THE FUTURE

Question 1: How do you think your role may change over the next two years?

Item	Number
Job requirements may require change	3
Yes	1

Question 2: How would you like to see your career progressing over the next three to five years?

Item	Number
No comment	1
Yes	1
Promotion	2

Question 3: What topics or subjects areas for training programmes do you think would provide most assistance for your career progression?

Item	Number
No comment	1
System interfaces	1
Accrual Basic of financial reporting	1
Fraud & risk management	1
General management	1
Financial statements	1
GRAP	1

Question 4: What topics or subject areas for training programmes would provide the most immediate benefit to you?

Item	Number
No comment	1
Information management	1
Financial statements	1
Fraud & risk management	1
Fiscal Policy	1
PFMA	1

Question 5: How do you find learning in English?

The respondents who completed this question indicated that they have no problem learning in English.

MIDDLE MANAGEMENT

Age distribution as per following table:

Age distribution								
61-56	55-51	50- 46	45-41	40-36	35-31	30-26	25-21	20-
	1	2		1	6			

Qualifications

Qualifications	Number
Grade 12 (Matric)	1
Diploma: Internal Auditing	1
Dipl. In Public Finance	4
National Higher Diploma: Cost and Managerial Accounting	2
Higher Diploma in Education	1
Advance Dipl. Public Administration	1
B Com	3
B Com (Accounting)	1
B Com (Econ)	1

SECTION B: YOUR JOB

Question 1: What are the tasks you perform in a typical working day?

- ?? Maintenance of code structures
- ?? Financial Training
- ?? Maintenance of, support and development: Foreign currency system
- ?? Management of bookkeeping section
- ?? Management of mission accounts
- ?? Debtor management
- ?? Budget control
- ?? Accounts controller
- ?? Closing of FMS month
- ?? Drafting year end statements
- ?? Evaluate submissions to Cabinet
- ?? Daily correspondence
- ?? Maintenance of procurement systems
- ?? Internal control

Question 2: Which parts of your job do you find most difficult?

- ?? Financial training
- ?? Drafting of submission
- ?? Reconciliation of ledger accounts due to a lack of staff
- ?? Lack of insight of subordinates

- ?? Lack of staff
- ?? Time management
- ?? Controlling subordinates
- ?? Training of staff
- ?? Handling subordinate matters (Grievances, disciplinary actions)

SECTION E: PREVIOUS TRAINING COURSES YOU HAVE ATTENDED

Respondents are required to indicate the courses they have attended. It was also requested from them to provide details of dates, duration and the training provider. It should be noted that the majority of the respondents have not provided the dates or duration of the training program. Only a few respondents indicated the names of the training providers.

Course	Total
No courses attended	1
System Controller: FMS	2
Debtors management	1
Junior and middle Management	2
Soft ware course	5
Dispute Skills Development	1
Public Private Partnerships	1
Financial Management in the Public Sector	1
Budgeting	1
BAS	1
Management Program	1
PFMA	5
Budgeting for municipalities	1
LOGIS	2

SECTION F: THE FUTURE

Question 1: how do you think your role may change in the next two years?

Item	Number
System changes	3
Promotion	3
Accept more responsibility	1
Yes	2
No comment	1
Become less supervisory oriented – focus on production work	1

Question 2: How would you like to see your career progressing over the next three to five years?

Item	Number
Promotion	4
To be utilised as training officer	1
Development of myself	1
To move away from training incompetent people	1
To explore the other avenues in government finance	1

Question 3: What topics or subject areas for training programmes do you think would provide most assistance for your career progression?

Item	Number
Management courses	3
GRAP	1
Costing courses	1
Budgeting	4
Project management	3
Policy formulation and implementation	1
Reporting systems	1
Fraud courses	1
Treasury Regulations	1
Management of information	1

Question 4: What topics or subject areas for training programmes would provide the most immediate benefit to you?

Item	Number
Software training	1
Management of information	1
Project management	3
Procurement	2
Budgeting courses	1
Management courses	3
Fraud courses	1
Costing and value for money	

Question 5: How do you find learning in English?

The respondents that have completed this section indicated that they have no problem learning in English.

LOWER GRADES

Date of birth as per following table:

Age								
61-56	55-51	50- 46	45-41	40-36	35-31	30-26	25-21	20-
					6	4	1	

* Did not indicate the age

Qualifications

Qualification	Number
Grade 12 (Matric)	6
Secretarial Diploma	1
B.Econ	1
B Com	1

SECTION B: YOUR JOB

Question 1: What are the tasks you perform in a typical working day?

- ?? Processing subsistence and travel claims
- ?? Claims
- ?? Budget controller
- ?? Salary administration
- ?? Income and tax reconciliation's
- ?? Bank reconciliation
- ?? Compiling of journals
- ?? Day-to-day administration, i.e. filling
- ?? Drafting of budget circulars
- ?? Creating spreadsheets/database
- ?? Evaluation of submissions
- ?? Evaluation of tariff registers

Question 2: Which part of your job do you find most difficult?

- ?? None
- ?? Checking the correctness of the claim
- ?? Staff that is no cooperative
- ?? Behavior of people and colleagues
- ?? To convince claimants to submit proper documents
- ?? To propose final recommendations
- ?? Evaluation of cabinet memorandums

SECTION E: PREVIOUS TRAINING COURSES YOU HAVE ATTENDED

Respondents are required to indicate the courses they have attended. It was also requested from them to provide details of dates, duration and the training provider. It should be noted that the majority of the respondents have not provided the dates or duration of the training program. Only a few respondents indicated the names of the training providers.

Course	No of participants
No courses attended	1
Group wise	1
Accounting to government	2
Persal	2
Introduction to accounting	3
PFMA	6
FMS	3
Salary administration	1
BAS	3
Introduction to budgeting	1

SECTION F: THE FUTURE

Question 1: How do you think your role may change in the next two years?

Item	Number
No comment	1
Systems will change	3
Promotion	4
To contribute to management	1
Furthering studies	1
To do less production work	1
Not much change unless move another directorate	1

Question 2: How would you like to see your career progressing over the next three to five years?

Item	Number
Promotion	3
No comment	3
To be given an opportunity to progress	1
To move to other sections in finance	1
Transfer to other department/sections	2
Gain more experience	1
Leave the public sector	1

Question 3: What topics or subject areas for training programmes do you think would provide most assistance for your career progression?

Item	Number
No comment	1
Black language	1
Budgeting	3
PFMA	1
Accounting courses	1
Fraud courses	1
Bookkeeping	1
Different financial policy documents	1
FMS	1
Software courses	1
Management courses	1
Financial management	1

Question 4: What topics or subject areas for training programmes would provide the most immediate benefit to you?

Item	Number
No comment	1
Income courses	1
Budgeting	3
Supervisory	1
Software courses	1
Financial statements	1
Debtors management	1
Treasury Regulations	1
Payroll administration	1
FMS	1

Question 5: How do you find learning in English?

The majority of the respondents indicated that they do not find learning in English difficult. The rest indicated that although it is difficult it is acceptable. One respondent is inquiring why not Afrikaans.