

6th June 2012

To Whom It May Concern

Re: Research

Attached is a questionnaire which is to be completed for a research study in the Imports & Exports Industry within Cape Town. All questions are to be completed as per the instruction provided.

You will notice that at the bottom of this page there is a block with a space for your name. Please be advised that this page will be removed when the data received from the questionnaire is analyzed. The only reason for the researcher requiring names is because the same people may need to complete another questionnaire. At no point during the research would a company or the employees working there, be referred to; all individuals completing the questionnaire will remain anonymous.

Thanking you for your co-operation in advance.

Regards

Romy George
Researcher

..... Name

Questionnaire

- 1.) Please rate each how strongly you agree or disagree with each of the following statements about the company's performance management function, by placing a mark in the appropriate box.

Statement	Strongly Disagree	Disagree	Agree	Strongly Agree
1.1) My company is very concerned with determining how employees are doing/performing their jobs				
1.2) This concern is communicated to all employees				
1.3) A performance management programme is in place. Should a performance management programme not be in place, please proceed to question 2				
1.4) The performance objectives have been communicated to me				
1.5) A performance management programme is clearly defined				
1.6) The performance management programme is objective, fair, open and transparent				
1.7) The performance review process is undertaken at least annually				
1.8) Training is provided to support the performance review process				
1.9) Employees and managers have been involved in the development of the performance management programme				
1.10) My supervisor/manager sits down with me in order to review my performance				
1.11) I receive positive feedback for a job well done				
1.12) Support and guidance in order to improve my performance are readily available				
1.13) I receive constructive feedback when improvement is needed with regard to my work				

	Strongly Disagree	Disagree	Agree	Strongly Agree
1.14) My performance is measured and evaluated by using mutually agreed indicators				
1.15) I receive feedback in relation to my performance on a continuous basis				
1.16) I have a job description				
1.17) My job description has been communicated to me				
1.18) When evaluating my work, areas of poor performance are identified				
1.19) Plans are established, jointly and in consultation, in order to improve performance				
1.20) Performance objectives have been established in order to ensure that performance is aligned with the needs of the business				
1.21) The performance management process is regarded as a flexible process, not a system				
1.22) My evaluation is linked to required performance in order to establish strengths and weaknesses				
1.23) The performance management programme is focused on results and not behaviours, personalities and attitudes				
1.24) The performance management programme cultivates a long-term view of the organization				
1.25) The performance management programme Produces meaningful measurements				

2.) Please indicate by circling either YES, NO or N/A (not applicable) to each of the following steps/procedures that were followed throughout the process of your appointment into your current position.

2.1) I was an internal candidate when applying for my current position	YES	NO	N/A
2.2) I was an external candidate when applying for my current position	YES	NO	N/A
2.3) When I applied for my current position, it was in response to an advertisement	YES	NO	N/A
2.4) I worked through a recruitment agency with regards to my application process	YES	NO	N/A
2.5) During my interview I was informed about the job description	YES	NO	N/A
2.6) During my interview I was informed about the job specification	YES	NO	N/A
2.7) During my interview I was informed about the expectations	YES	NO	N/A
2.8) During my interview I had the opportunity to learn about the company	YES	NO	N/A
2.9) My interview consisted of a selection panel (more than one person interviewing me)	YES	NO	N/A
2.10) I gave consent before any reference checks were done	YES	NO	N/A
2.11) When I applied for my job, assessments or psychometric testing was conducted during the recruitment process	YES	NO	N/A
2.12) When I applied for my job, a medical fitness exam was conducted during the recruitment process	YES	NO	N/A
2.13) A second interview was done	YES	NO	N/A
2.14) The recruitment policy was effectively executed during my placement	YES	NO	N/A
2.15) My manager had a say in my appointment, as he/she supervises my work	YES	NO	N/A
2.16) My offer of employment was made in writing	YES	NO	N/A

2.17) I had to follow an induction programme at the start of my employment. Should your answer be no, please proceed to question 2.22	YES	NO	N/A
2.18) During my induction I was given a brief overview of the company's policies and practices	YES	NO	N/A
2.19) Induction included attention to rules and regulations, familiarization with the culture and methods of operation of the organization.	YES	NO	N/A
2.20) During my induction, expectations with regards to behaviour were clearly outlined.	YES	NO	N/A
2.21) During induction, performance objectives were set and agreed upon	YES	NO	N/A
2.22) During my probation period my performance was evaluated and feedback was given to me	YES	NO	N/A