

A. Sample of quantitative questions

	1	2	3	4
How would you rate your presentation/communication skills?				
How good are you at encouraging students to interact during your lectures?				
How well does your course content relate to the syllabus?				
How strong is your understanding of the Malaysian education system?				
How would you rate your willingness to provide additional guidance to your students?				

B. Sample of qualitative questions

- a) What kinds of technology and tools do you think are going to assist you in delivering your lectures?
- b) Please describe your ability to mentor and impart knowledge to your students.
- c) Describe how you update your knowledge and ensure that it is relevant to what your students will require in real world situations.
- d) What other training courses have you attended in the last 3 years and what are the key things that you learnt? What do you think was lacking in those courses?
- e) Please describe how you have changed your lecturing style or introduced new teaching techniques over the course of your career.
- f) What impact did they have on your students' learning?

C. Steps in Conducting Qualitative Survey Questionnaire

These steps should help when conducting the qualitative survey questionnaire.

- a) **Determine Research Questions:** Focused questions are at the heart of actionable qualitative research. In fact, they are at the heart of good quantitative research. Are users not using the mobile app because of usability, security concerns or something else? How do users make decisions about how to invest: do they ask a friend, use a financial advisor, or research on their own?
- b) **Design the Study:** Getting input from users instead of just internal discussions is an essential first step. With research questions defined, the "What" of the study has been established. Now think Who, When, Where and How. There are logistical advantages and challenges to collecting the data you need. It's a matter of trading them off.

- c) **Collect Data:** The qualitative researcher should assume the role of an unobtrusive observer and have little impact on the settings being observed whether it be watching participants use existing products at home or in a more controlled lab environment. Qualitative is often used synonymously with small samples, but one can take a qualitative approach to larger sample sizes (more than 50 participants).
- d) **Analyse Data:** Most qualitative research studies generate a lot of data. Creating a system for coding actions and notable quotes helps speed through the process of turning utterances into actionable insights.
- e) **Generate Findings:** What was learned from engaging users? This step involves synthesising the copious number of notes, videos and artifacts. As many of the responses from participants will be open-ended, there will be a need to identify patterns.
- f) **Validate findings:** One of the best ways to validate findings is to triangulate using other methods, including surveys or additional sources. One weakness of qualitative research is that it is hard to establish external validity, that is, to provide supporting evidence that the findings aren't just the opinion of the researcher. Every researcher, of course, does bring with her biases on the problems with a product or what deserves emphasis in the interview.
- g) **Report:** We usually deliver a power point with backup notes or an appendix with more detailed findings and verbatim. While information comes in sequentially from each participant, we find reporting the data in an inverted pyramid by issue works best. We start with the most important findings, and then note the number of participants that supported these findings and some good quotes to support what we concluded.

D. Sample Interview Questions

Here are some of the sample questionnaires that you can use to develop the interview questions.

FOCUS AREA	CEO's/MD's/PRESIDENT	HEAD OF DEPARTMENT
Vision and Dream	What is your dream and vision for this company?	-

Performance	<p>What are your goals and targets for this company?</p> <p>Are you happy with the current performance?</p> <p>What area of leadership skills that need to be enhanced?</p> <p>How do plan to enhance the leadership competency?</p>	<p>What are your goals and targets for this department in order to align with the company mission?</p> <p>Are you happy with the current performance?</p> <p>What are the critical operations that you think need special attention?</p>
Strategies	<p>What strategies are you looking to realise these dream and vision?</p> <p>Are you targeting different market right now or in the future?</p> <p>How do you plan to increase the market share?</p>	<p>What strategies are you looking to improve your department?</p>
FOCUS AREA	CEO's/MD's/PRESIDENT	HEAD OF DEPARTMENT
Technology	<p>Is there any new or special technology in the future the company is depending upon?</p>	<p>Is there any new or special technology in the future the company is depending upon?</p>
Customers	<p>How important are customers to you?</p>	<p>How do you manage customer's complaints?</p>
Employees	<p>How important are employees to you?</p> <p>Are you satisfied with the quality of leadership in your management team?</p> <p>How do you view teamwork among them?</p> <p>How do you view the working culture?</p>	<p>How important are your staff to you?</p> <p>Are you satisfied with the quality of leadership in the supervisors/executives?</p> <p>How do you view teamwork among them?</p> <p>How do you view the working culture?</p>
Training	<p>What are the critical competencies lacking among your management team?</p>	<p>What are the critical competencies lacking among your staff?</p> <p>What do you think can be done?</p>
Safety	<p>How serious do you think is safety in this organisation?</p> <p>How would you like safety to be improved?</p>	<p>Is there any major accidents happened?</p>

E. Sample Interview Questionnaire

SENIOR MANAGEMENT

Name:	
Position:	
Age:	Department:
Years:	Education:

TRAINING NEEDS QUESTIONNAIRE

Section 1: Company Concerns

1.1 What is your dream and vision of the company?

1.2 What strategies are you looking to realise these dream and target?

1.3 What are the business goals of the company?

1.4 Bearing in mind the company business plan, what do you think are the major concerns of your company as a whole?

(Concerns are matters/issues that required urgent action to resolve. These concerns must have direct relation to the Company's Business Plan and have influence on the success of your company).

Major Concerns	Brief Description

Section 2: Training Needs of Your Company

2.1 List 3 operations in your Company that perform to set standards:

2.2 Why do they run well?

2.3 List 3 operations that **DO NOT** perform to standard:

2.4 What conditions prevent operations from reaching the set standards or expectations? What measures would you initiate to correct these conditions?

Conditions	Measures

Section 3: Development Needs of Your Company

31 What are your company’s major developmental objectives for the next 3 years? (Example: launching of new products or services, quality standards, product standards, new processes, new technology, changing markets, etc.)

32 What new knowledge and skills will be needed? By whom (job titles will suffice)? By when (within how many months)?

New Knowledge & Skills	Needed by Whom (Job Titles Only)	When Needed (Within? Months)

How will these new knowledge and skills be obtained?

F. Sample Main Task Profile

Main Task Profile

Here are the samples for the Main Task Profile to be filled by each employee.

1. What are some of the problems face by you in improving your job, in carrying it out and in relating to other people?

2. Sufficient training is provided by the company at present? If 'Yes' how? If 'No' how?

3. What are the skills (technical & people) required by you to do your job effectively and efficiently?

4. Identified and tick six (6) skills you must develop to achieve your short-term career goals (1 year)?

Technical & People Skills		Your Current Ability		
No.		Low	Medium	High
1.				
2.				
3.				
4.				
5.				
6.				

5. Identify three (3) skills (technical & people) you must develop to achieve your long-term career goals (more than 1 year, less than 3 years)?

No.	Skills to develop
1.	
2.	
3.	

To be completed by your immediate superior or the person you report to.

6. Based on your understanding of the possible of training needs of your staff, please list down and tick three (3) types of skills and knowledge your staff must acquire within the next twelve (12) months.

Technical Skills		Staff Current Ability		
No.		Low	Medium	High
1.				
2.				
3.				

People Skills		Staff Current Ability		
No.		Low	Medium	High
1.				
2.				
3.				

Employee's Name		Superior's Name	
Div./Dept.		Div./Dept.	
Signature		Signature	
Date		Date	

Competency Profile

Occupation: SUPERVISOR	Name : ID No.	Job Grade : Level : 1										
Duty No.		DUTY										
Task No.		TASK										
PERFORMANCE STANDARD:												
1. Able to plan, organise, control and lead human and capital resources associated with the production system to meet the needs of the customers.												
COMPETENCIES					Current Level of Competency							
1-2 Below Expectation					1	2	3	4	5	6	7	8
3-4 Meet Expectation												
5-6 Exceed Expectation												
7-8 Far Exceed Expectation												
1. LEADERSHIP												
<ul style="list-style-type: none"> Communicate vision & mission of the company Take responsibilities for group successes and failures Implement new responsibility Contributes ideas for improvement Comply to company regulations-role model 												
2. PLANNING												
<ul style="list-style-type: none"> Establish job expectations with employees Set measurable objectives and course of actions to achieve desired results Prioritise work and meet deadlines Identify problems, analyse causes and propose workable solutions Manage time effectively & help staff plan their time 												
3. ORGANISING												
<ul style="list-style-type: none"> Organize and coordinate multiple task Deployment of staff and assignments Manage stocks and inventory Execution of daily routine inspection Implement cost control measures Produce management report in timely manner 												
3. CONTROL												
<ul style="list-style-type: none"> Monitor and achieve timely results Produce data and facts Review and analyse trend Identify and eliminate all types of wastages Implement corrective and preventive measure Review measurement tools 												

G. Sample of the Competency Participant Level in Teaching & Learning

TEACHING & LEARNING SUPPORT		
Covers the development of the skills and knowledge of students and others who are not part of the work team. This may include providing instruction to students or others when they are first using a particular service or working in a particular area; carrying out standard training; and the assessment and teaching of students.		
STANDARD INSTRUCTION & DEMONSTRATION		
Design and Delivery – MAIN FOCUS		
The role holder is required to design content or learning materials within existing frameworks; make appropriate modifications to existing materials on the basis of the knowledge or experience of the learner(s) to introduce students or others who are new to the area to standard information or procedures.		
Examples <i>might</i> include:		
writing guides for students/staff regarding admin/finance processes, etc. supporting student inductions by giving presentations		
writing guides or adapting existing materials on how to operate simple equipment (such as AV equipment, or a photocopier) following basic safety procedures		
Competency Indicators		
1	2	3
Decide on the best way of demonstrating accurately the use of equipment or techniques	Ensure the learning environment is suitable for the needs of the particular group of learners or individual	Make use of available learning technologies
Provide appropriate written materials to support learning	Create or modify teaching and learning materials within established guidelines to provide basic and introductory information in a logical and easily understood format	Gather feedback from learners and use it to modify and improve content
	Adapt approach and style to suit learners needs and prior knowledge to assist their learning and to deal with any misunderstandings	Check learners' levels of understanding and reiterate or reinforce points if necessary

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TRAINING, DELIVERY & ASSESSMENT MAIN FOCUS		
The role holder is required to deliver teaching and training to students or others on specific tasks, issues or activities; assess performance and provide feedback during the event.		
Examples <i>might</i> include:		
explaining the operation of complex machines, equipment or software		
running staff training courses on management techniques, applying for research grants coaching others on conducting a survey or research project		
Competency Indicators		
1	2	3
Use standard information and existing materials to deliver training and instruction and help learners to achieve the required learning outcomes	Demonstrate accurately the use of specialist equipment or techniques	Support the learning of others through coaching and mentoring
Provides guidance and support to groups of learners and individuals to aid their progress	Explains information in a logical and easily understood format and outlines procedures clearly	Use existing methods of assessment to check learners' progress and the achievement of learning outcomes, and reiterate or reinforce points if necessary
Answer learners' questions and provide feedback to help learners advance	Suggest ways of developing and improving learning events	Adapt approaches to suit the needs of different learners

H. Sample of Competency Level

Technical Skills Requirement	Your Current Ability			People Skills Requirement	Your Current Ability		
	Low	Medium	High		Low	Medium	High
R12.x Implement Oracle Workflow				Effective Communication Skill			
R12.x Oracle Applications System Administrator Fundamentals				Customer Service Essentials			
Introduction to Java Programming				Coaching & Mentoring			
Java Expert				Leadership Development			
MySQL For Database Administrator				Presentation and Public Speaking			
Advanced SQL for Developers				Stress Management			
MCTS.Net Framework 2.0 Web Applications				Teambuilding			
ITIL V3 Foundation				Train the Trainer			
Effective Test Case Writing				Effective Time Management			
Effective Test Case Design Techniques				Creative & Innovative Thinking			
PRINCE2 Foundation & Practitioner				Emotional Intelligence			
PMP Boot Camp				Managing Conflicts			
Project Management Professional							
Understanding, Documenting & Implementing ISO 9001:2008				Others- Please Specify			
ISO 9001:2008 Internal Audit							
Introduction to ISO 27000							
HL7 Certification							
BDO Tax Forum							
Accountants: Sustaining Value Creation							
Mobile application development							
Motion Sensor Technology							
Enhancing Business English							