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| **SETA INTERVIEWS WITH EMPLOYERS****INTERVIEW GUIDE**  |

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| **GENERAL INFORMATION** *(Please complete this section for each interview conducted. In the case of a group interview, the general information section must be completed for each interviewee. Where applicable, please mark the appropriate response for each question.)* |
| **Interviewee Name** |  | **Job Title** |  |
| **Company Name** |  |
| **Company Size** | Small (1-50 employees) | Medium (51-149 employees) | Large (150+ employees) |
| **Province** | WC | EC | NC | FS | KZ | NW | GP | MP | LP |
| **SETA**  |  | **Sub-sector of company** |  |
| **Name of Interviewer**  |  |
| **0.1 Does your organisation make use of the Sector Skills Plan when planning for skills development in your organisation?** | **Yes** | Y |
| **No** | N |
| **0.2 What is your assessment of current business conditions in your industry?** |
| 1=Very Poor | 2 | 3 | 4 | 5=Excellent |
| **0.3 What is your expectation of business conditions in your industry in 12 months’ time?** |
| 1=Very Poor | 2 | 3 | 4 | 5=Excellent |

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| **1. IMPACT OF COVID-19 ON YOUR ORGANISATION TO DATE**  |
| *Instruction: Please mark the appropriate response for each question.* |
| **1.1. What proportion of staff have been retrenched due to COVID-19?**  |
| No staff retrenched (0%) | A |
| 1%-10% of staff | B |
| 11%-20% of staff | C |
| 21%-30% of staff | D |
| 31%-40% of staff | E |
| 41%-50% of staff | F |
| 51% of staff or more | G |

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| **1.2 Working from home** |
| *Instruction: Please select the appropriate combination (only one cell).* |
|  | **1.2.2 What proportion of staff are currently working from home?** |
| None (0%) | 1%-25% | 26%-50% | 51%-75% | 76%-100% |
| **1.2.1 What proportion of staff worked from home pre-COVID-19 (i.e. Feb 2020)?** | None (0%) | A | B | C | D | E |
| 1%-25% | F | G | H | I | J |
| 26%-50% | K | L | M | N | O |
| 51%-75% | P | Q | R | S | T |
| 76%-100% | U | V | W | X | Y |
| **1.3 What proportion of staff have new roles and responsibilities due to COVID-19?** |
| None (0%) | A |
| 1%-25% | B |
| 26%-50% | C |
| 51%-75% | D |
| 76%-100% | E |
| **1.4A To what extent will skills development be a priority for your organisation over the next 12 months?** |
| High priority  | A |
| Medium priority | B |
| Low priority | C |
| **1.4B Please give a reason for the above answer** |
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| **2. HARD-TO-FILL VACANCIES (HTFV)** |
| *Hard-to-fill vacancies are vacancies for which employers are unable to recruit or attract suitable talent for a period of more than six months.* |
| **2.1 Did your organisation have occupations that were hard-to-fill over the past 12 months?** |
| **Yes** | Y | Proceed to question 2.2 |
| **No** | N | Proceed to question 3. |
| **2.2 Which occupations had HTFVs?**  | **2.3 What are the possible reasons for the HTFVs?** |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
|  | *<<< add rows as required >>>* |  |

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| **3. SKILLS GAPS (TOP-UP SKILLS)** |
| *A skills gap refers to a situation where a worker lacks one or more of the particular skills required to effectively perform their job.* |
| **3.1 What are the three (3) most common skills gaps in your organisation for *high-level* occupations (managers and professionals)?** |
| 3.1.1 |  |
| 3.1.2 |  |
| 3.1.3 |  |
| **3.2 What are the three (3) most common skills gaps in your organisation for *mid-level* occupations (technicians, associates, artisans and clerical)?** |
| 3.2.1 |  |
| 3.2.2 |  |
| 3.2.3 |  |
| **3.3 What are the three (3) most common skills gaps in your organisation for *lower-level* occupations (plant operators and elementary)?** |
| 3.3.1 |  |
| 3.3.2 |  |
| 3.3.3 |  |

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| **4. CHANGE DRIVERS** |
| **4.1 Please identify three (3) major change drivers in your organisation. What are the implications of these change drivers for skills development in your organisation?**  |
|  | **Change Driver** | **Implications for Skills Development** |
| A |  |  |
| B |  |  |
| C |  |  |

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| **5. FUTURE SKILLS** |
| **5.1 How has COVID-19 affected the kinds of skills your organisation will need in the future?** |
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| **5.2 How have other change drivers affected the kinds of skills your organisation will need in the future?** |
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| **5.3 What are new and emerging *occupations* in your organisation?**  |
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| **5.4 What are new and emerging *skills gaps* in your organisation?** |
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| **6. PRIORITY EDUCATION AND TRAINING INTERVENTIONS** |
| **6.1 What are the top three (3) priority education and training interventions that you think are necessary in order for your organisation to respond to skills needs?** |
| A |  |
| B |  |
| C |  |

Thank you