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## ANNEXURE 1

### QUESTIONNAIRE 1

#### THREATS OF APPRAISAL

Threats of Appraisal to the Current System of Education: *This interview was treated as informal in a relaxed atmosphere:*

1. How does appraisal affect teaching time?

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2. Are the educators trained in the appraisal process?

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3. Are the instruments of the appraisal process objective?

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4. Is the appraisal process reliable and valid?

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5. Does appraisal attend to the substance of teaching?

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## ANNEXURE 2

### QUESTIONNAIRE 2

#### APPRAISAL CONCEPT

In the following statements a five (5)-point scale is used. Encircle one of the following:

1. Strongly agree
2. Agree
3. Undecided
4. Disagree
5. Strongly disagree

#### EXAMPLE:

1. Educators should always act as role models to learners.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

**If you strongly disagree, encircle 5 as the case might be**

2. Schools should have an effective appraisal system to improve and maintain a high standard of teaching.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5





3. Educator appraisal is an important management task of the school principal and management team.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

4. South Africa's system of appraisal has been largely inspectoral before 1994.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

5. The principle in our current system is that, an appraisal team conducts the appraisal process.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

6. It is imperative for school appraisal teams to implement a formal appraisal system.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

7. Educators' perception of the current appraisal system reflects a strong sense of distrust.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

8. Appraisal is a process whereby an institution is enabled to identify its strengths and weaknesses within itself

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

9. To be worthwhile, appraisal should be a continuous process.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

10. The judgemental approach in appraisal has a tendency to find faults.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

11. The developmental approach, which is being practised in schools, is aimed at development of the positive aspects of educators' performances.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

12. The developmental approach recognises the fact that teaching and learning are complex processes.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

13. The developmental approach is blind to the negative aspects that may exist in an educator's performance.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

14. Educator developmental appraisal will only make sense if it reflects the real needs of educators.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

14. The purpose of developmental appraisal includes the improvement of performance among educators.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

15. The managerial purpose of appraisal is to encourage efficiency of the educators.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



17. The whole process of appraisal increases communication within the school.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

18. The ultimate aim of teaching staff appraisal is to enhance the quality of teaching and learning.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

19. The appraisal process provides a basis on which to build the educator's self-confidence

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

20. The peer appraisal system is rarely used in our schools.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



21. The job description must be confined to detailing the areas in which the educator will be working.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

22. The appraised may be hurt by the revelation of his or her weaknesses in the appraisal process.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

23. The appraisal timetable might clash with the educators' timetable.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

24. The processes of the educator appraisal process may improve and develop learning in the classroom.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

25. Self-appraisal provides the means of improving one's performance.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

26. Classroom observation by the appraisal team enables the appraiser to witness the appraised at work.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

27. It is maintained that the purpose of the appraisal interview is to agree on areas of development of the educator.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

28. If a professional development model is to succeed, it requires that educators should be open, honest and self critical during the process.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

29. The remedial model is directed at identifying educators' weaknesses.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

30. Educators should choose their own appraisal criteria.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



31. The product model holds educators accountable on the outcome of the students' results.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

32. Educators are necessarily antipathetic to appraisal

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

33. The professional leaders in the school situation are not yet certain as to what appraisal really is.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



## ANNEXURE 3

### QUESTIONNAIRE 3

#### Management of Appraisal

#### CONCEPTS: MANAGEMENT OF CHANGE

*In the following statements a five (5) point scale is used. Encircle one of the following:*

1. Strongly agree
2. Agree
3. Undecided
4. Disagree
5. Strongly disagree

Example: Educators should always act as role models to learners

Strongly agree	①
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

**If you strongly agree, encircle 1 as the case might be.**





1. Education management is that process by which managers direct and co-ordinate organisations through human efforts.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

2. Management development cannot be simply equated with a focus on school district heads, superintendent of education and principals only: all relevant stakeholders must be involved.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

3. Productive education change is the ability to survive the vicissitudes of planned and unplanned change.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

4. Structural change refers to changes to policies, rules, and procedures.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



5. People-centred change focuses on changing peoples' performance and ways of acting.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

6. The appraisal of educators is in the essence a developmental process, which depends upon continuous support from all stakeholders.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

7. The developmental appraisal systems aims at reviewing the improvement of the current performance.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

8. In order to facilitate change in education, one cannot only target one aspect of the institution.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



9. In order to facilitate the ways in which the appraisal panels are set up, staff development teams are necessary.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

10. The purpose of the staff development team in the developmental appraisal system is to monitor the appraisal process in institutions and ensure that training in the developmental appraisal system occurs.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

11. The new developmental appraisal is for all educators including educators outside the classroom and those that are office based.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

12. The appraisal must be transparent.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



13. The appraisal team is to arrange for observation of the educator in practice.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

14. The appraisal report prevents summative decisions.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

15. Human resource manager ensures continuous improvement and positive change for everyone in the organisation.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

16. The management team's role entails that it must be the glue in the school.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



17. Every human resource manager has a concern to achieve results.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

18. The consultative style manager consults people for professional advice in his or her development approach.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

19. The democratic style model is in line with the new developmental system, nothing is done without involvement of the people.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

20. The autocratic management style shows an intense interest in tasks.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



21. Every job description developed should be open to revision after appointment.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

22. The purpose of human resource development is to develop the educator and enable him or her to provide quality education.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

23. Educationists at every level of the management process must understand the changes, which are taking place at present.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

24. The natural resistance to change implies that change can only succeed with the active involvement and support of the principal and the appraisal team.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



25. The pre-requisites for the implementation of transformational change are educators' commitment to the process of change.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

26. To implement change the principal and the appraisal team need to have a wide teaching experience.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

27. Change in teaching methods should be the underlying principle for the management of change in order to increase school effectiveness.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5

28. The initial change causes ripples of change to radiate in all directions, often resulting in unpredictable consequences.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5



29. Participation and involvement in the process of appraisal may help to curb resistance to change.

Strongly agree	1
Agree	2
Undecided	3
Disagree	4
Strongly disagree	5





## ANNEXURE 4

### QUESTIONNAIRE 4

#### INTERVIEWS

*Eleven managers in professional and administrative sections were interviewed.*

*Concepts: Appraisal; Change; Management; Views:*

1. Why is the process of developmental appraisal of such importance to the educator in the classroom? Give specific reasons.

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2. Give the problems of this process in the classrooms.

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3. What are your perceptions about this process in the new education system in South Africa?

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4. What are the advantages / disadvantages of the process of classroom observation?

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5. Is self-appraisal of any benefit to the educator in the classroom situation?

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6. Do you recommend the present system of education in South Africa? Could you suggest any system you would prefer in this case?

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7. Is the appraisal report pertinent to the classroom situation (does it elicit all the required information about the educator)?

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8. What are the main duties of the human resource manager in the school?

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9. How can a resource manager manage the change process of appraisal? Also include techniques for managing resistance to change.

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10. Why is a development plan of major importance to the educator in the classroom situation?

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