

BIBLIOGRAPHY

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APPENDIX A

OFFICE USE ONLY

| | | | | |
|----|--------------------------|--------------------------|--------------------------|-------|
| V1 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 01-03 |
| V2 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 04-05 |
| V3 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 06 |

SECTION 1: BIOGRAPHICAL DATA

Answer each question by making a cross (x) on the number in the appropriate block which corresponds with your answer.

1.1 State whether male or female

| | |
|---|---|
| M | F |
| 1 | 2 |

| | | |
|----|--------------------------|----|
| V4 | <input type="checkbox"/> | 08 |
| V5 | <input type="checkbox"/> | |

1.2 Provide your age

| | |
|----------------|---|
| Below 25 years | 1 |
| 25-30 years | 2 |
| 31-40 years | 3 |
| 41-50 years | 4 |
| 50 + | 5 |

| | | |
|----|--------------------------|----|
| V6 | <input type="checkbox"/> | 09 |
|----|--------------------------|----|

1.3 What position do you hold in your department?

| | |
|---------------------------------------|---|
| Deputy Director-General or equivalent | 1 |
| Chief Director | 2 |
| Director | 3 |
| Deputy Director | 4 |
| Assistant Director | 5 |
| Circuit Manager | 6 |
| Subject Specialist | 7 |
| Inspector | 8 |
| Other | 9 |

| | | |
|----|--------------------------|----|
| V7 | <input type="checkbox"/> | 10 |
|----|--------------------------|----|

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1.4 Teaching including managerial (non-teaching) experience in years

| | |
|---------------|---|
| Below 5 years | 1 |
| 5-10 years | 2 |
| 11-15 years | 3 |
| 16-20 years | 4 |
| 21-30 years | 5 |
| 31+ years | 6 |

V8

11

1.5 Other experience outside teaching (if any)

| | |
|---------------|---|
| Below 5 years | 1 |
| 5-10 years | 2 |
| 11-15 years | 3 |
| 16-20 years | 4 |
| 21-30 years | 5 |
| 31+ years | 6 |

V9

12

1.6 Your highest qualification

| | |
|-------|---|
| M + 1 | 1 |
| M + 2 | 2 |
| M + 3 | 3 |
| M + 4 | 4 |
| M + 5 | 5 |
| M + 6 | 6 |
| M + 7 | 7 |
| M + 8 | 8 |
| M + 9 | 9 |

V10

13

1.7 Province in which you are working

| | |
|---------------|---|
| KwaZulu-Natal | 1 |
| Mpumalanga | 2 |

V11

14

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SECTION 2

Indicate the degree to which you believe the following persons or agencies should be responsible for the provision of professional development to educators

| | Essential | Necessary | Desirable | Not necessary | Uncertain | | | |
|---|-----------|-----------|-----------|---------------|-----------|-----|--|----|
| 2.1 Employer (departments) | | | | | | V12 | | 15 |
| 2.2 Educators' organised profession | | | | | | V13 | | 16 |
| 2.3 Governing bodies | | | | | | V14 | | 17 |
| 2.4 Senior education managers | | | | | | V15 | | 18 |
| 2.5 Management (institutional) | | | | | | V16 | | 19 |
| 2.6 Voluntary organisations (e.g. donors) | | | | | | V17 | | 20 |

SECTION 3

Indicate the degree to which you believe the following is important in the professional development of education managers

| | Essential | Necessary | Desirable | Not necessary | Uncertain | | | |
|---|-----------|-----------|-----------|---------------|-----------|-----|--|----|
| 3.1 Performance appraisal by supervisor | | | | | | V18 | | 21 |
| 3.2 Peer group appraisal of education managers | | | | | | V19 | | 22 |
| 3.3 Senior education managers' condition of service | | | | | | V20 | | 23 |
| 3.4 Disciplinary measure where required | | | | | | V21 | | 24 |
| 3.5 Compulsory attendance of management courses | | | | | | V22 | | 25 |
| 3.6 Senior education managers' improvement of own qualifications | | | | | | V23 | | 26 |
| 3.7 Inclusion of law courses in the training programme for education managers | | | | | | V24 | | 27 |
| 3.8 Performance appraisal for courses | | | | | | V25 | | 28 |
| 3.9 Training Senior education managers in labour relations matters | | | | | | V26 | | 29 |



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| | | Essential | Necessary | Desirable | Not necessary | Uncertain | | | |
|------|---|-----------|-----------|-----------|---------------|-----------|-----|--|----|
| 3.10 | Induction courses for senior education managers | | | | | | V27 | | 30 |
| 3.11 | Training senior education managers in work ethics | | | | | | V28 | | 31 |
| 3.12 | Application of a professional code of conduct for managers | | | | | | V29 | | 32 |
| 3.13 | Emphasis on content | | | | | | V30 | | 33 |
| 3.14 | Training in managerial skills | | | | | | V31 | | 34 |
| 3.15 | Workshops on labour relations matters | | | | | | V32 | | 35 |
| 3.16 | Involvement of education managers in the design of courses for their professional development | | | | | | V33 | | 36 |
| 3.17 | Provision of courses for professional development of managers should be compulsory | | | | | | V34 | | 37 |
| 3.18 | Knowledge of one's right to professional development | | | | | | V35 | | 38 |

SECTION 4

To what degree is each of the following provided to education managers. Indicate your opinion by means of a cross in the appropriate block.

| | | More than adequate | Adequate | In-adequate | Uncertain | Not at all | | | |
|-----|---|--------------------|----------|-------------|-----------|------------|-----|--|----|
| 4.1 | Induction courses to education managers | | | | | | V36 | | 39 |
| 4.2 | Involvement of education managers in the course design for their professional development | | | | | | V37 | | 40 |
| 4.3 | Training education managers in labour relations matters | | | | | | V38 | | 41 |
| 4.4 | A performance appraisal by supervisors | | | | | | V39 | | 42 |
| 4.5 | Senior education managers' knowledge of their fundamental human and employment rights | | | | | | V40 | | 43 |
| 4.6 | Training of senior education managers in work ethics | | | | | | V41 | | 44 |

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| | | More than adequate | Adequate | In-adequate | Uncertain | Not at all | | |
|------|---|--------------------|----------|-------------|-----------|------------|-----|----|
| 4.7 | Application of appropriate disciplinary procures where required | | | | | | V42 | 45 |
| 4.8 | Protection of senior education managers against defamation of their character | | | | | | V43 | 46 |
| 4.9 | Senior education manager's knowledge of his/her legal right to professional development | | | | | | V44 | 47 |
| 4.10 | Protection of education managers against unfair labour practice | | | | | | V45 | 48 |

SECTION 5

The following items deal with some aspects of professional development. Indicate your view, opinion or perception by means of a cross (x) in the block, which best represents, your view. If you make a cross (x) on 5 it means you strongly agree, if you make a cross (x) on 1 it means your strongly disagree.

| | | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | | |
|-----|--|-------------------|----------|-----------|-------|----------------|-----|----|
| 5.1 | Knowledge of one's fundamental human and employment rights is desirable for enhancement of one's professional status | | | | | | V46 | 49 |
| 5.2 | The senior manager has a legal right to professional growth | | | | | | V47 | 50 |
| 5.3 | Provision of professional development courses to education managers should be preceded by situation needs analysis | | | | | | V48 | 51 |
| 5.4 | The law of education regulates the rights and obligations of stakeholders in education | | | | | | V49 | 52 |
| 5.5 | The Labour Relations Act of 1995 protects the interest and rights of the employer and those of the employee | | | | | | V50 | 53 |



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| | | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | | | |
|--------|---|-------------------|----------|-----------|-------|----------------|-----|----|----|
| 5.6 | The South African Council for Education determines and ensures quality by controlling aspects of training, professional registration and conduct of practitioners within the profession | | | | | | V51 | | 54 |
| 5.7 | In the professional development courses, a study of ethics is indispensable to facilitate formulation of the code of conduct | | | | | | V52 | | 55 |
| 5.8 | The professional status of the education manager enhanced by the following: | | | | | | | | |
| 5.8.1 | Good working conditions | | | | | | V53 | | 56 |
| 5.8.2 | Good career prospects | | | | | | V54 | | 57 |
| 5.8.3 | Improvement of salaries and other services benefits | | | | | | V55 | | 58 |
| 5.8.4 | Improved qualifications | | | | | | V56 | 59 | |
| 5.8.5 | High level of commitment to serve the public as a professional | | | | | | V57 | | 60 |
| 5.8.6 | Knowledge of and commitment to one's duties | | | | | | V58 | | 61 |
| 5.9 | Some of the factors which negatively affect professional status of education managers include the following | | | | | | | | |
| 5.9.1 | Incompetence in the execution of duties | | | | | | V59 | | 62 |
| 5.9.2 | Misconduct arising from negligence and indolence | | | | | | V60 | | 63 |
| 5.10 | Some of the factors which negatively affect professional status of education managers include the following | | | | | | | | |
| 5.10.1 | Providing senior education managers with professional development courses: | | | | | | V61 | | 64 |
| 5.10.2 | Encourages co-operation of staff | | | | | | V62 | | 65 |

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| | | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | | |
|--------|---|-------------------|----------|-----------|-------|----------------|-----|----|
| 5.13 | Senior education managers are mostly ignorant of: | | | | | | | |
| 5.13.1 | The function of the law | | | | | | V73 | 76 |
| 5.13.2 | Their human rights | | | | | | V74 | 77 |
| 5.13.3 | Their employment rights | | | | | | V75 | 78 |
| 5.13.4 | Their obligations | | | | | | V76 | 79 |
| 5.14 | Lack of knowledge of the senior education manager's fundamental human and employment rights has a negative effect on his/her professional development | | | | | | V77 | 80 |
| 5.15 | Provision of professional development to education manager is his/her legal right | | | | | | V78 | 81 |
| 5.16 | The major aim of the Labour Relations Act of 1995 is to protect employers and employees against unfair labour practice | | | | | | V79 | 82 |
| 5.17 | The Senior education manager is entitled to: | | | | | | | |
| 5.17.1 | Good conditions of service | | | | | | V80 | 83 |
| 5.17.2 | And service benefits such as housing, medical scheme, etc. | | | | | | V81 | 84 |
| 5.18 | Improvement of senior education manager's conditions of service motivates education managers to work harder | | | | | | V82 | 85 |
| 5.19 | Provision of courses for managers remains the most popular mode of development for the teachers | | | | | | V83 | 86 |



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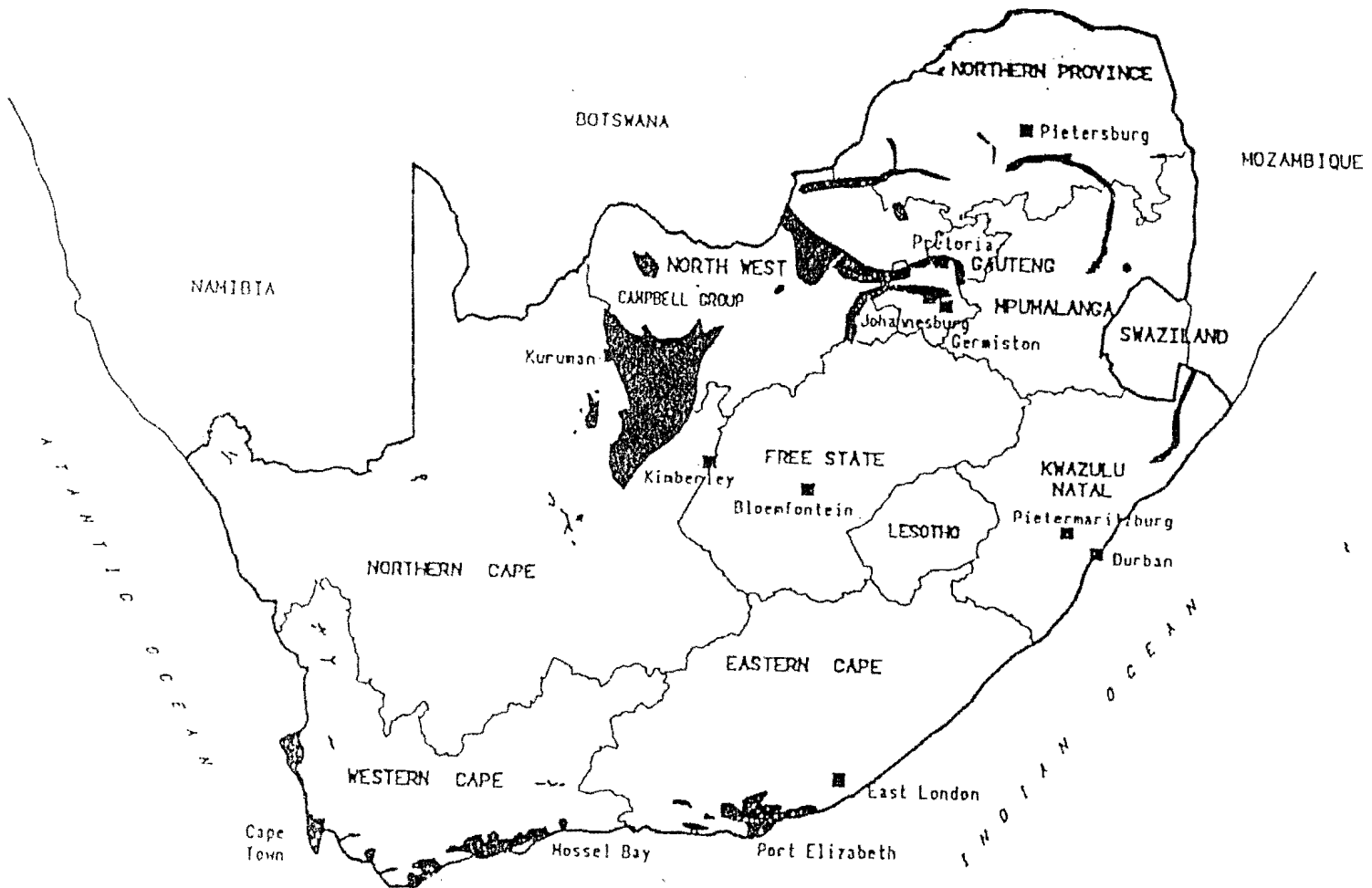
| | | Strongly disagree | Disagree | Uncertain | Agree | Strongly agree | | | |
|------|--|-------------------|----------|-----------|-------|----------------|-----|--|----|
| 5.20 | Peer group appraisal is an effective means of assessing education mangers | | | | | | V84 | | 87 |
| 5.21 | Senior education managers attach more value to courses which are designed for them by management | | | | | | V85 | | 88 |

SECTION 6

You are kindly requested to give comments on any item / point you would like to bring to our attention, which you feel, is vital for this study.

| | | | | |
|--|-----|--|--|-------|
| | V88 | | | 15-16 |
| | V89 | | | 17-18 |
| | V90 | | | 19-20 |
| | V91 | | | 21-22 |
| | V92 | | | 23-24 |

Thank you for your co-operation and valuable contribution to this study



Map of South Africa

APPENDIX B