

Biographical information

**Questionnaire**

School:

\_\_\_\_\_

Gender:

- (male)
- (female)


Age in years:

- (20-30)
- (31-40)
- (41-50)


**Capacity Building and School Management Development: A study of principles and practices of selected Norwegian and**

Present position:

**South African schools.**

- (vice-principal)
- (head)


Experience in position:

- (0 years)
- (1-10)
- (11-15)
- (16-20)
- (21-25)
- (26+)


Qualifications:

- (Diploma)
- (Degree)
- (Hon. Degree)
- (Masters)
- (PhD)


Size of school:

- (100-200)
- (201-400)
- (401-600)
- (600-700)
- (701+)

# Biographical information

## School

**Gender:** (male)   
(female)

**Age in years:** (20-30)   
(31-40)   
(41-50)   
(51-60)   
(60+)

**Present position:** (principal)   
(vice-principal)   
(Hod)

**Experience in position:** (0-5years)   
(6-10)   
(11-15)   
(16-20)   
(21-25)   
(26+)

**Qualifications:** (diploma)   
(degree)   
(Hon. Degree)   
(Masters)   
(Phd)

**Size of school:** (100-300)   
(301-400)   
(401-500)   
(600-700)   
(701+)

**Number of staff:**

Permanent: (1-10)  
(11-20)  
(21-30)  
(31-40)


Admin staff: (1) (2) (3) (4) (5) (6+)

Governing body staff: (1-3)  
(4-6)  
(7-9)  
(10-12)  
(13+)


**Governing body of school consist of the following members:**

Staff: (1-3)  
(4-6)  
(6+)


Parents: (1-3)  
(4-6)  
(6+)


Non-teaching staff: (1-3)  
(4-6)  
(6+)


Pupils: (1-3)  
(4-6)  
(6+)


## Rate your current attitude:

Positive

Negative

4      3      2      1

- My feeling is that my staff would currently rate my attitude as:

—      —      —      —

- My management team would currently rate my attitude as:

—      —      —      —

- Give the same choice my family would rate my attitude as:

—      —      —      —

- My effectiveness level:

—      —      —      —

- My creativity level:

—      —      —      —

- My enthusiasm toward my job:

—      —      —      —

- My recent disposition – the patience and sensitivity I show to others, deserves a rating of:

—      —      —      —

## Competencies:

Excellent    Good    Average    Poor

4      3      2      1

- How would you evaluate your own competencies towards:

Staff management:

—      —      —      —

Staff development:

—      —      —      —

Conflict management:

—      —      —      —

Managing change:

—      —      —      —

Financial management:

—      —      —      —

Facility management:

—      —      —      —



# Capacity building

- How do you determine the needs of your staff?

(Questionnaire)	<input type="checkbox"/>
(Observation)	<input type="checkbox"/>
(Hear say)	<input type="checkbox"/>
(information from school management).	<input type="checkbox"/>

- Staff development is done through:

(workshops)	<input type="checkbox"/>
(in service training)	<input type="checkbox"/>
(seminars)	<input type="checkbox"/>
(lectures)	<input type="checkbox"/>
(formal programs)	<input type="checkbox"/>
(mentors)	<input type="checkbox"/>

- How do you communicate these programs to your staff:

(in writing/ circular)	<input type="checkbox"/>
(e-mail)	<input type="checkbox"/>
(staff meetings).	<input type="checkbox"/>

- What problems do you experience with capacity building programs:

(commitment)	<input type="checkbox"/>
(time)	<input type="checkbox"/>
(resistance from staff)	<input type="checkbox"/>
(others): _____	

- Which of the following aspects do you feel needs to be addressed, to build capacity with your staff:

(planning)	<input type="checkbox"/>
(classroom management)	<input type="checkbox"/>
(time management)	<input type="checkbox"/>
(organizing)	<input type="checkbox"/>
(managing conflict)	<input type="checkbox"/>
(team building)	<input type="checkbox"/>
(others): _____	



• If yes- who do you consult?

(management team)

(all the staff)

(senior teachers)

(governing body)


(others .....)

**Decision making:**

4                  3                  2                  1  
Always    Sometimes    Rarely    Never

Which of the following decisions do you use most:

- Programmed decisions ( routine decisions)
- Creative decisions ( information not always available)
- Participation decision making

—	—	—	—
—	—	—	—
—	—	—	—

On what base do you usually make a decision?

- Afraid of punishment
- Personal compensation
- To keep others happy
- Because that is what you are suppose to do
- That is the rule and regulation
- The principal always make the decisions
- Is decision making always subjective?

—	—	—	—
—	—	—	—
—	—	—	—
—	—	—	—
—	—	—	—
—	—	—	—

Factors that influence decisions:

- Values and beliefs
- The fact that the school is unique
- School environment

—	—	—	—
—	—	—	—
—	—	—	—

**Organizing:**

4                  3                  2                  1  
Always    Sometimes    Rarely    Never

- Is a organizing structure necessary for all activities at your school?
- Do you think it is important to divide the work- by keeping in mind what the staff's capabilities, interest as well as training is?
- Do you as leader keep the above mentioned in mind?
- Do you make use of a line organizing structure?
- One person has the authority and one person give the assignments.

—	—	—	—
—	—	—	—
—	—	—	—
—	—	—	—
—	—	—	—

**Delegating:**

O'Donnelle (1964:56) said that delegating is the cement of any organization.

	4	3	2	1
	<u>Always Sometimes Rarely Never</u>			
• As school leader do you delegate tasks easily?	—	—	—	—
• Sometimes it is not easy to delegate because I feel that:				
* Only I can do the work good, fast and correctly.	—	—	—	—
* I feel the risk is too high to delegate work to others.	—	—	—	—
* If I delegate work people will think I can't do the work.	—	—	—	—
* If I delegate it feel that I am no longer in charge.	—	—	—	—
* I see delegating as an important aspect of staff development.	—	—	—	—

**Direction:**

	4	3	2	1
	<u>Always Sometimes Rarely Never</u>			
• There is a positive relationship between me and the staff.	—	—	—	—
• I am always self motivated.	—	—	—	—
• I try to reconcile the staff members personal aims with school's objectives.	—	—	—	—
• I give appraisal for work well done.	—	—	—	—
• I have good communicational skills.	—	—	—	—
• My staff's opinions, feelings are always kept in mind.	—	—	—	—
• As a manager I have empathy with my staff.	—	—	—	—
• Do you think that this is how your staff experience you? (above mentioned question)	—	—	—	—
• Do you have an open door policy?	—	—	—	—
• If any of your staff have a problem do you think they will discuss it with you?	—	—	—	—

• Who at the end of the day is accountable for events that go wrong at the school?

(Organizer)

(HOD)

(Vice-Principal)

(Principal)

(Governing body)


Annexure 2

4 Overpark  
151 First Avenue  
Wentworth  
0184  
11 September 2000

• How often do you hold staff meetings:

(once a year)

(twice a year)

(every term)

(every month)

(when ever you feel there's a need)


Thank you for your time, I appreciate your contribution towards my study.

In order to complete my thesis I need your permission to visit the principals of the following primary schools:

- Overpark
- Silverton
- Norwichepark
- Joubertia
- Hartbeespoort
- Benoni
- Garsfontein
- Elderspark

If any problems arise contact me on 0624672912

Regards

  
C.C. van Heerden

Annexure 2

4 Overpark  
151 Pitts Avenue  
Weavindpark  
0184

11 September 2000

Dear Audrey Mamabulo

**Re: Application for permission to interview school principals at selected primary schools.**

I am currently a student at the University of Pretoria and busy with my P.H.D. studies in School Management.

The title of my thesis: **Capacity building and School Management Development: A comparative study of principles and practices of selected Norwegian and South African schools.**

In order to complete my thesis I need your permission to interview the principals at the following primary schools:

- Skuilkrans
- Meyerspark
- Silverton
- Norridgepark
- Jakaranda
- Bajabulule
- Hennopspark
- Bakenkop
- Garsfontein
- Elarduspark

If any problems please contact me on 0824675912.

Regards

  
C.C. van Heerden

GAUTENG DEPARTMENT OF EDUCATION  
NORTH REGION DISTRICT II  
(Mamelodi/Eersterust/Pretoria Ocs-Moot)

Annexure 3

ENQUIRIES: Audrey Mamabolo  
REFERENCE: Research  
TELEPHONE: (012) 303-3494  
FAX NO.: (012) 323-0976/78



Private Bag X925  
PRETORIA  
0001  
GPA Building  
C/o Pretorius & Bosman Street  
PRETORIA  
0002

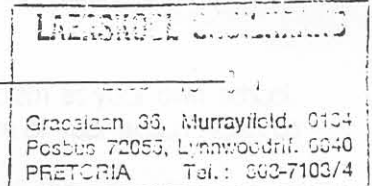
27 October 2000

**DISTRICT MEMORANDUM NO 471 OF 2000**

TO: ALL PRINCIPALS, SMT's  
OF: PRIMARY, SECONDARY, PUBLIC, ORDINARY, INDEPENDENT AND SPECIALIZED SCHOOLS  
ADULT CENTRES

For attention: School Research Co-ordinators and their team members  
1. \_\_\_\_\_ 2. \_\_\_\_\_

**RE: RESEARCH MATTERS**



1. Your school should be engaging in research projects and related activities.
2. A School Research Team will take care of the above activities.
3. Activities done within the district on ACTION RESEARCH  
Research on
  - 3.1 Quality Management and Transformation (by H. van der Linde C5 District 0826857767) (1999 October).
  - 3.2 Capacity Building and School Management Development: A Comparative study of principles and practices of selected Norwegian and SA schools (by Carolien van Heerden 0824675912) (Research for 2000)
  - 3.3 'n Ondersoek na die toepassing van enkele belangrikste beginsels in die studie gewoontes by graad 12 leerders (deur GH Partick vir MEd-graad. Navorsing: Eersterust Hoërskool) (2000)
  - 3.4 Parent-teacher-student Communication at Traditionally Disadvantaged schools: Bridging the Educational gap. (by Viola Milton) (Lecturer at the Pretoria University) Tel. 420 8111 Fax 420 2698. (Research for year 2000)
  - 3.5 School Development Planning (by Rebecca Nkhensani Mnisi, Masters level (for Y2000) Cell: 0828181970, Tel. 302 2005 (Research for year 2000) (HSRC).
  - 3.6 Outsourcing school-based career psychology to industrial consultants (by Dimitra Bailanis (Ms) for the Med in Educational Psychology at University of Pretoria. Her fax (011) 302 0749 for attention Natasha. (Research is for year 2000)

3.7 OTHER RESEARCH Projects to be done include  
Teacher's opinions of classroom assessment and its influence on the culture of learning and teaching. (by Lesson N. Vilakazi, for PhD.) Cell: 0829547860, Tel (017) 819 1808/3302.

4. OUTSOURCED RESEARCH PROJECTS (by providers)

The following research projects are nearing completion and were presented at the Duneden Hotel (Kempton Park) on 20 September 2000.

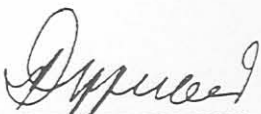
- 4.1 The teacher morale (by A. Moshikaro of Mosh Dynamics Association).
- 4.2 Crime and Violence at (our) Schools (by Dr Magau of the HSRC).
- 4.3 Language Policy Practices in education (by Sarah Slabbert for the Paul Musker Associates for Research) (Topic Language in Education Policy).
- 4.4 The Promotion of Equity in Recruitment and Appointment of staff in GDE by Prodigy represented by Ms Letape (HSRC).

The fifth presenters were absent. They were to present Policy Issues with regard to Admissions in accordance to SA Schools Act and School Governance Act.

NB You are kindly reminded to observe, plan and write out a research problem at your own school. Please refer to District Memorandum 168 of 2000. It provides a structure of your action research input (School Research Team to submit).

NB Please find enclosed the following documents/handouts at the Writing Skills Workshop on 21, 22, 23 September 2000. SHARE THE INFORMATION, PLEASE.

Thank you

  
TIMOTHY MAKOFANE  
DISTRICT DIRECTOR

**BALANCED SCORECARD**

Re-empowering Educators to do research at schools.