APPENDIX II

DEPARTMENT OF EDUCATION
FACULTY OF EDUCATION AND PSYCHOLOGY
THE M.S. UNIVERSITY OF BARODA
BARODA - 390 002

Dear Sir/Madam,

I have taken up a research study on managerial competencies of secondary school principals. This Managerial Effectiveness Scale has been designed to assess the teachers' opinion of the degree to which they feel their principal possesses specific competencies to perform job-related tasks in their schools. The competency statements are related to eight functional areas namely Pupil Development, Personnel Management, School-Community Interface, Financial Management, Curriculum Implementation and Management of Instruction, School Plant and Infrastructure, School Climate and School Improvement, and Administrative Methods and Procedures.

While assessing your principal feel free and be sure that this would be kept confidential and would be used only for research purpose. Your Co-operation would be greatly appreciated.

Thanking you,

Yours Sincerely,

(PROF. SNEHA JOSHI)
Guide & Dean,
Faculty of Edu & Psy.
The M.S. University,
BARODA.

(SUJATA SRIVASTAVA)
Lecturer,
Dept. of Education
The M.S. University,
BARODA.

MANAGERIAL EFFECTIVENESS SCALE (MES)

A) The following statements indicate the managerial competencies of a secondary school principal in his different functional areas. You are required to carefully read each statement and assess the extent to which you believe your principal is manifesting the skill by encircling on that level.

EXAMPLE

	NEVER	RARELY	SOME-TIMES	OFTEN	VERY OFTEN
The principal provides leadership to students.	1	(2)	3	4	5

In this case the respondent believes that the principal of his school rarely provides leadership to students.

	NEVER	RARELY	SOME-TIMES	OFTEN	VERY OFTEN
1. The principal provides leadership to students.	1	2	3	4	5
2. The principal counsels students.	1	2	3	4	5
3. The principal effectively develops school guidelines for student conduct.	1	2	3	4	5
4. The principal effectively communicates the prepared guidelines to students.	1	2	3	4	5
5. The principal ensures that school rules are followed by all students.	1	2	3	4	5

6.	The principal ensures that cases of student indiscipline are dealt with impartiality.	1	2	3	4	5
7.	The principal helps students to secure high standards of neat and clean environment.	1	2	3	4	5
8.	The principal involves pupils in every aspect of school activity particularly regarding their own achievement.	1	2	3	4	5
9.	The principal ensures that all classes are engaged.	1	2	3	4	5
10	The principal motivates students for better learning.	1	2	3	4	5
11.	The principal arranges remedial measures for needy students.	1	2	3	4	5
12.	The principal develops job-description for positions.	1	2	3	4	5
13.	The principal follows fair recruitment procedures.	1	2	3	4	5
14.	The principal prepares a balanced time-table.	1	2	3	4	5
15.	The principal assigns tasks while keeping the individual's interest in mind.	1	2	3	4	5
16.	The principal gives opportunities to teachers for participation in decision-making.	1	2	3	4	5
17.	The principal ensures that staff understands administrative decisions.	1	2	3	4	5
18.	The principal provides adequate recognition to	1	2	3	4	5

	teachers for services well performed.				
19.	The principal ensure that staff is thanked / appreciated for their special efforts.	1	2	3	4	5
20.	The principal encourages teachers for participation in in-service education programmes.	1	2	3	4	5
21.	The principal provides opportunities to the teachers for career advancement.	1	2	3	4	5
22.	The principal utilizes the services of teacher's organizations.	1	2	3	4	5
23.	The principal encourages teachers to take membership of different academic organizations.	1	2	3	4	5
24.	The principal conducts induction programmes for the new teachers.	1	2	3	4	5
25.	The principal organizes in-service training programmes for the staff.	1	2	3	4	5
26.	The principal advises staff on their special problems.	1	2	3	4	5
27.	The principal assesses on-going programmes in the school.	1	2	3	4	5
28.	The principal re-designs and updates the programmes on the basis of feed-back.	1	2	3	4	5
29.	The principal evaluates the staff regularly.	1	2	3	4	5
30.	The principal works with staff in	1	2	3	4	5

formulating plans for evaluating and reporting student's progress.					
31. The principal extends courtsies to the staff.	1	2	3	4	5
32. The principal communicates with clarity and specificity with the staff.	1	2	3	4	5
33. The principal ensures that service-records of teaching and non-teaching staff are maintained.	1	2	3	4	5
34. The principal ensures that records of students ae maintained.	1	2	3	4	5
35. The principal promotes self-initiated professional development activities of the staff.	1	2	3	4	5
36. The principal conducts staff-meetings at regular intervals.	1	2	3	4	5
37. The principal conducts PTA meetings effectively.	1	2	3	4	5
38. The principal shares all relevant information with the staff.	1	2	3	4	5
39. The principal encourages team-spirit.	1	2	3	4	5
40. The principal is aware of the needs of the community.	1	2	3	4	5
41. The principal initiates activities to meet community needs.	1	2	3	4	5
42. The principal establishes linkages with other government	1	2	3	4	5

and private organizations.					
43. The principal emphasizes and nurtures two-way relationship between school and community.	1	2	3	4	5
44. The principal effectively handles socio-political problems.	1	2	3	4	5
45. The principal asks parents for feed-back and suggestions for development of school.	1	2	3	4	5
46. The principal considers parent's views for the improvement of the school.	1	2	3	4	5
47. The principal exhibits patience and perseverance with parents regarding their various problems.	1	2	3	4	5
48. The principal makes parents feel welcomed and valued.	1	2	3	4	5
49. The principal involves industries in school activities.	1	2	3	4	5
50. The principal arranges timely meetings with community leaders and community members.	1	2	3	4	5
51. The principal harnesses all available resources for effective management of school-plant.	1	2	3	4	5
52. The principal withstands pressures from community for admission of students.	1	2	3	4	5
53. The principal makes judicious use of financial resources.	1	2	3	4	5

54. The principal has knowledge of different kinds of budgetory procedures.	1	2	3	4	5
55. The principal ensures that budgets are prepared for each school activity.	1	2	3	4	5
56. The principal does planning for purchase and payment of staff well in advance.	1	2	3	4	5
57. The principal ensures proper utilization of pupil's fund and maintains separate account.	1	2	3	4	5
58. The principal maintains records of students so that correct numbers of unit grant allocation can be claimed.	1	2	3	4	5
59. The principal mobilizes resources from the community.	1	2	3	4	5
60. The principal identifies possible ways of savings.	1	2	3	4	5
61. The principal organizes traditional fund-raising activities.	1	2	3	4	5
62. The principal encourages continuous modification of curricular and instructional procedures.	1	2	3	4	5
63. The principal provides instructional resources and materials to support teaching staff in accomplishing instructional goals.	1	2	3	4	5
64 The principal monitors systematically and	1	2	3	4	5

continuously instructional process to ensure that activities are related to their outcomes.					
65. The principal knows methods and techniques of teaching of different subjects.	1	2	3	4	5
66. The principal provides feed-back to the teachers for instructional improvement.	1	2	3	4	5
67. The principal discusses new syllabus with subject teachers.	1	2	3	4	5
68. The principal conducts periodical get-togethers with staff in order to sort out problems in teaching.	1	2	3	4	5
69. The principal emphasizes on student-centred learning approaches where ever possible.	1	2	3	4	5
70. The principal ensures that assessment and correction of pupil's written work is carried out effectively.	1	2	3	4	5
71. The principal organizes educational excursions periodically with proper planning.	1	2	3	4	5
72. The principal ensures that different co-curricular activities are organized for students.	1	2	3	4	5
73. The principal appraises continuously the existing facilities in the school	1	2	3	4	5

74. The principal supervises the maintenance of the scool complex.	1	2	3	4	5
75. The principal takes stock of school property from time to time.	1	2	3	4	5
76. The principal ensures that the libraries and laboratories are adequately equipped.	1	2	3	4	5
77. The principal provides sports facilities.	1	2	3	4	5
78. The principal formulates and submits proposals to the management for purchase of furniture, laboratory equipment, teaching aids before the commencement of the academic year.	1	2	3	4	5
79. The principal ensures that equipments and materials are supplied to all staff members.	1	2	3	4	5
80. The principal monitors the use, care and replacement of capital equipments.	1	2	3	4	5
81. The principal emphasizes on the effective and economic use of equipments and materials by staff members.	1	2	3	4	5
82. The principal develops library resources in school and ensures that pupils and teachers have access to books and journals.	1	2	3	4	5
83. The principal resolves conflicts of any nature any time.	1	2	3	4	5

84. The principal knows the goals of the school and he actively involves the staff and the students in achieving these goals.	1	2	3	4	5
85. The principal initiates various programmes for facilitating a positive, caring climate for learning.	1	2	3	4	5
86. The principal supports any programme that facilitates a healthy climate.	1	2	3	4	5
87. The principal has a clear vision for the future of the school.	1	2	3	4	5
88. The principal takes expert opinion for school improvement.	1	2	3	4	5
89. The principal takes decision for the interest of the school.	1	2	3	4	5
90. The principal is committed to his duties and can overcome problems.	1	2	3	4	5
91. The principal follows laid-down procedures for selection, promotion and termination of the teaching and non-teaching staff.	1	2	3	4	5
92. The principal is aware of the recruitment procedures for scheduled caste and scheduled Tribe.	1	2	3	4	5
93. The principal is aware of the procedures for opening up of higher standards or additional divisions according to the Central/State Education Act.	1	2	3	4	5

94. The principal follows the rules for admission of reular and private candidates to the Secondary School Certificate Examination	1	2	3	4	5
95. The principal possesses ability of replying to the queries of the government from time to time.	1	2	3	4	5
96. The principal is aware of the rules and regulations regarding admission criteria of different classes.	1	2	3	4	5