

**APPENDIX – (A)**  
**OBSERVATION SHEET**

- Location and area of School building, the condition of the school buildings, uses of the buildings.
- Library, no. of books, reference materials in the library, books are kept in different sections.
- Size of Science laboratory, equipments available in the labs, condition of the labs, numbers of equipment proportionate to the students.
- Play ground, size of playground, materials of sports, number of sports materials proportionate to students.
- Class rooms size, condition of class rooms, facilities inside the class rooms, quality of furniture inside the classroom, no. of classrooms as per total no. of students.
- Drinking water facilities, use of cooler, maintenance of water cooler.
- Staff room, facilities available in the staff room, size of staff room, condition of staff room.
- Computer lab, no. of computers proportionate to students, condition of computer, and maintenance of computer.
- Teaching aids, quality and relevant of teachings aids, condition of the teachings aids, LCD projectors, number of teaching aids proportionate to students.
- Condition of clerk office and its facilities, proper keeping of files, space of the office.

## **APPENDIX – (B)**

### **SCHOOL DOCUMENTS FOR SAMPLE SCHOOLS**

- List of managing committee of sample schools
- Staff list ( trained and untrained)
- List of the selection committee for interview
- Advertisement for vacant teaching post/s
- Appointment/Joining letters
- Service rule book
- Minutes of staff meeting
- Work distribution list for teachers
- Salary statement of teachers
- List of staff development activities
- Leave reports
- Annual calendar
- Facilities for staff (staff quarter, insurance)

## **APPENDIX – (C)**

### **INTERVIEW ON HRM WITH SECRETARY**

#### **1. Recruitment of staffs:**

- Identified the requirement of staff/s
- Advertisement (news paper, other ways)
- Formation of interview committee (how many members)
- Deciding date, place, timing of the interview; gap between the date advertisement and date of interview
- Guide line for members of the interview selection committee
- Interview for all subjects together or different dates for different subjects
- Issuing appointment letter to the candidate, conditions mentioned in the letter( salary, facilities, confirmation, date of joining, rules of the school)
- TA for the candidates
- Keeping candidates in waiting list

#### **2. Incentives/Salary:**

- Criteria for providing salary to all the staffs
- Criteria for providing incentives to the teachers
- Increment of salary
- Any bonus system during festival
- Medical facility, insurance, free education for children of staff

#### **3. Service Rule for at Schools:**

- Service rules for all the staffs
- Service rules are followed strictly
- Any action taken to those staff who do not follow rules

#### **4. Mechanism of Communication Among the Staff:**

- Communication secretary with principals; principal with teachers; teachers with schools secretary
- Circular/telephone/verbal communication used in schools

#### **5. Problems Faces on HRM:**

- List of the problems faced by the Trustee on HRM
- Probable solutions for these problems

## **APPENDIX – (D)**

### **INTERVIEW ON FINANCE MANAGEMENT WITH SECRETARY**

#### **1. Budget Provision:**

- Budget is prepared at different headings (library, purchasing computer, maintenance, stationery, salary, sports, and lab. Equipments)

#### **2. Process of Budget Preparation:**

- Need analysis of school finance
- Person/s involved in budget preparation
- Problems during budget preparation and after budgeting
- Consider previous years financial deficits(problems)

#### **3. Sources of Finance:**

- Student's tuition fees, donation from society members
- Students tuition fees deposited to school office or Bank
- Fees are collected every month or quarterly
- Any problems of sources of finance
- Ways to solve this problems

#### **4. Autonomy:**

- Freedom to use schools finance by the school principal
- Guideline given by the schools secretary for using schools finance to principal

#### **5. Auditing:**

- Frequencies of auditing (yearly)
- Internal/ external agency

#### **6. Problems of School Finance:**

- List problems of school finance
- Ways to solve the school finance by the members of schools management committee

## **APPENDIX – (E)**

### **INTERVIEW ON MATERIAL MANAGEMENT WITH SECRETARY**

#### **1. Land and School Building:**

- Properly designed by an architect (location of school, cross ventilation, space of class rooms)
- Sufficient area for construction of school building (according to norms Board of Secondary School Manipur)
- Stages of construction of school building (at a time or gradually)
- Optimum use of school building during and after school time
- Possibility of expansion of building

## **APPENDIX – (F)**

### **INTERVIEW ON HRM WITH PRINCIPAL**

#### **1. Recruitment of Staffs:**

- Identified the requirement of staff/s
- Advertisement (news paper, other ways)
- Members of teachers selection committee
- Process of interviews
- Guide line available for members of teachers selection committee
- Interview for all subjects together or different subjects
- TA for the candidates
- Issuing appointment letter to the candidate; conditions mention in the letter
- Keeping candidates in waiting list

#### **2. Staff Development Program:**

- Areas identify for staff development activities
- Norms/criteria for attaining staff development activities off campus
- Frequency of staff development activities in the schools
- Expert invited from outside for staff development activities in the school
- Leaves, monetary facilities for staff attaining off campus staff development activities
- Any sharing of experience by the staff who attended the program outside
- Encourage from principal to the staff for attending such program

#### **3. Staff Motivation:**

- Recognize teacher innovation
- Any award facilities for the teacher
- Open/free and frank discussion for any issues during staff meetings
- Facilities for further studies to teachers

#### **4. Incentives/Salary:**

- Criteria for providing salary to all the staffs
- Criteria for providing incentives
- Satisfaction of salary by the staffs

- Increment of salary
- Facilities to the staff members Medical facility, insurance, free education for children of staff

**5. Task Distribution:**

- Policy for distribution of school tasks
- Follow the norms task distribution
- Guide lines available for performing tasks
- Problems of distribution of task to the staffs
- Ways to solve the problems of tasks distribution

**6. Job Specification:**

- Teacher teaches other than specialization subject
- Differentiation of work of teaching non-teaching staffs
- Problems face due to not specification of subject
- Ways to sort out these problems

**7. Service Rule at Schools:**

- Service rules available in schools
- Service rules are followed strictly
- Any action to be taken to those staff who do not follow school service rules
- Any problems of following the service rule strictly

**8. Mechanism of Communication Among the Staff:**

- Send a notice circular or verbal communication to the staffs
- One way or Downward as well as upwards communication followed in the schools

**9. Feedback From Principal:**

- Criteria/ components of feedback
- Any guide line given by principal after the feedback
- Action taken to staff when staff don't the guideline properly

**10. Problems Faces For HRM:**

- List of problems faces by school principal on HRM
- Probable solutions for these problems

## **APPENDIX – (G)**

### **INTERVIEW ON FINANCE MANAGEMENT WITH PRINCIPAL**

**1. Budget Provision:**

- Budget is prepared at different headings

**2. Process of Budget Preparation:**

- Persons involved in preparation of budget
- Problems during budget preparation and after budgeting

**3. Sources of Finance:**

- Student's tuition fees, donation from society members
- Deposited to school office or Bank
- Fees are collected every month or quarterly
- Irregularity of students tuition fees

**4. Autonomy:**

- Freedom to use school finance by the principal
- Any norms/ guideline for using school finance by the principal

**5. Auditing:**

- Frequencies of auditing (yearly)
- Internal/ external agency



## **APPENDIX – (H)**

### **INTERVIEW ON MATERIAL MANAGEMENT WITH PRINCIPAL**

#### **1. Land and School Building:**

- Location of school, design of school building
- Sufficient area for construction of school building as per the Board Secondary School's norm
- School building construction stage(gradually or at a time)
- Condition of school building
- Optimum use of school building during and after school hour
- Possibility of expansion of school building

#### **2. Number of Classrooms and Facilities Inside Class Room:**

- Sufficient numbers of class rooms according to the number of classes
- Condition of the class room; black board, space of class room, soft boards, ventilation of the class room, numbers of fans
- Conditions of tables and benches of the class

#### **3. Library with Adequate Numbers of Books:**

- Numbers of books, magazines, according to total numbers of students in each class
- Books are kept in different sections
- Library is equipped with modern technology
- Circulation or uses of books, magazines by students and staffs
- Registrar for staff who comes to library
- Time table for library

#### **4. Teaching Equipments:**

- Numbers of teaching aids for different subjects
- Verities of teaching aids
- Quality and relevant of teaching aids to the subjects
- Maintenance of teaching equipments

#### **5. Sports Materials & Play Ground:**

- Demand registrar for purchasing sports materials

- Need analysis of sports materials
- Demanded and sanctioned of sports materials from school
- Proportionate number of sports materials with the numbers of students
- Qualities of sports materials
- Size of the playground, football ground, bally ball, basket ball

#### **6. Computer Laboratory:**

- Demand for need of computers
- Numbers of computers proportionate to the students
- Conditions of the computers
- Maintenance of the computers ( monthly, half yearly)
- Uses of computers by the students and staffs

#### **7. Science Laboratory Equipments:**

- Area and Size of science lab as per the Board guideline
- Demand registrar for purchasing equipments of science
- Numbers equipments proportionate to the students
- Qualities of the equipments
- Maintenance of these equipments
- Use of lab

#### **8. Drinking Water Facilities:**

- Drinking water facility inside the school
- Hygienic of water(use of purifier), water cooler is available
- Regularity of water facility in school campus
- Maintenance of purifier

## **APPENDIX – (I)**

### **INTERVIEW WITH TEACHERS**

#### **1. Recruitment of Staffs:**

- Information of vacant teaching post of the school
- Process of selection at the school
- Issued appointment letter to the candidate, information mentioned in the letter( salary, facilities, confirmation, date of joining, rules of the school)

#### **2. Staff Development Activity:**

- Identification of the areas for staff development activities
- Staff development activities inside the school or outstation
- Norms for the attaining off campus staff development activities
- Frequency of staff development activities inside the schools
- Expert/s for conducting staff development activities inside the school
- Leaves and financial facility for the off campus staff development activities
- Any sharing of experience by the staff who attended the program outside
- Encourage from principal to the staff for attending such program

#### **3. Staff Motivation:**

- Recognize Teacher's innovation by the principal or trustee
- Any award facilities for the teacher
- Open and free discussion among the staff members
- Facility for further studies

#### **4. Incentives/Salary:**

- Criteria for deciding teachers' salary
- Criteria for providing incentives
- Teachers' satisfaction of salary
- Regularity of salary
- Increment of salary
- Any bonus system during festival

- Facilities to the teachers like insurance, free education for children of staff, staff quarters

#### **5. Task Distribution:**

- Norms / policy for distribution of tasks among the staffs
- Follow the norms at the time of distribution of tasks
- Guide line available for performing tasks
- Problems of distribution of works to the staffs
- Ways to solve the problems of tasks distribution

#### **6. Job Specification:**

- Teacher teaches other than their specialization subject
- Differentiation of work of teaching non-teaching tasks
- Problems faces due to not specification of task
- Ways to sort out these problems

#### **7. Service Rule at Schools:**

- Schools service rules available
- Service rules are followed strictly
- Action taken to those staff who do not follow rules
- Any problems of following the service rule strictly

#### **8. Mechanism of Communication Among the Staff:**

- Principal calls the teacher in his office for any problem or problems are discussed during staff meeting:
- inform the message either through telephone or person :
- send a notice circular to the staffs:
- One way or Downward as well as upwards communication :

#### **9. Mechanism of Feedback:**

- Criteria/components of feedback
- Any guide line given after feedback
- Action taken If staff don't perform properly

## **APPENDIX – (J)**

### **INTERVIEW WITH HEAD CLERK**

#### **Condition and Facilities for Maintaining the Schools Official Documents:**

- Master register
- Staff list (trained and untrained)
- School service rule books
- Leave reports
- Appointment letters issued to the selected teachers
- Annual financial planning register (budget)
- Report of financial audit
- Students' fees slips
- Salary register,
- Receives for purchasing materials of teaching aids, sports materials, science equipments and library books