

Appendix I

Questionnaire for the teachers to measure the staff development abilities of the principals

Dear Teachers,

There are a series of statements about school management, teacher effectiveness and other duties the Principal of a school carries out. We would like to know how far these statements match your own perception, in other words, your personal view of it.

There are no 'right' or 'wrong' answers, we are only seeking your opinion. The information that you are going to provide will be kept confidential to be used for research purpose only.

Please indicate your brief details

Educational Qualification		
Years of experience in the present position		
Number of training courses attended for professional enhancement	1	
	2	
	3	
	4	
	5	
Name of the organisations conducting the training	1	
	2	
	3	
Course content covered in the programmes	1	
	2	
	3	
	4	
	5	

Thanking you,

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Organisational Management				
	School Principal must:			
1	Use collaborative, strategic planning to help identify and accomplish the school's mission, goals and objectives			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
2	Recruit, select, assign and organise staff in such a way as to assure the greatest potential for the accomplishment of the school's mission			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
3	Identify staff strength so as to appropriately delegate tasks			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
4	Collect and weigh evidence, make judgement and take decisions.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
5	Analyse, understand and interpret relevant information and data			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
6	Think creatively and imaginatively to solve problems and identify opportunities.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
7	Work with colleagues to recruit staff of the highest quality.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS

Performance				
	School Principal must:			
1	Encourage students and staff alike to set high personal goals & offer encouragement & support in the achievement of those goals.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
2	Encourage staff participation in professional development activities.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
3	Priorities and manage their own time effectively.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
4	Work under pressure and to deadlines.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
5	Be self-motivating.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS

Communication skills				
	School Principal must:			
1	Write clearly and concisely so that the intended audiences understand the message.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
2	Use current technologies to communicate the school's philosophy, mission, needs and accomplishments.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
3	Use active listening skills.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
4	Negotiate and consult effectively.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
5	Chair meetings effectively			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS

Group Processes				
	School Principal must:			
1	Involve staff, parents, students and the community in the setting goals.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
2	Identify, in collaboration with staff, parents and students, the decision-making procedures the school will follow.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
3	Plan, allocate, support and evaluate work undertaken by groups, teams and individuals, ensuring that there is clear delegation of tasks and devolution of responsibilities.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS

Instructions				
	School Principal must:			
1	Regularly assess the teaching methods and strategies being used by teachers and ensure that they are appropriate, varied and effective.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
2	Create and maintain an environment that promotes and secure good teaching, effective learning, high standards of achievement, good behaviour and discipline.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
3	Develop effective links with the community, including business and industry to extend the curriculum and enhance teaching and learning.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
4	Create and maintain an effective partnership with parents to support and improve pupil's achievement and personal development.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS

Leadership behaviour				
	School Principal must:			
1	Encourage and develop the leadership skills of others.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
2	Prioritise, plan and organise.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
3	Direct and co-ordinate the work of others.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
4	Build and support a high-performing team.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
5	Devolve responsibilities, delegate tasks and monitor practices to see that they are being carried out.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
6	Motivate and inspire pupils, staff, parents and the wider community.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
7	Seek advice and support when necessary.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS

Evaluation				
	School Principal must:			
1	Use a variety of techniques and strategies to assess student performance <ul style="list-style-type: none"> - Individual staff & personal performance - Progress towards the achievement of goals - Effectiveness of the overall instructional programme 			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
2	Seek and encourage input from a variety of sources to improve the school's programme.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
3	Apply effective observation and conference skills			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
4	Utilise both formative and summative evaluation procedures.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS
5	Demonstrate a level of human relations' skills, which assures that the evaluation process will be helpful rather than destructive.			
	RARELY	SOMETIMES	OFTEN	NEARLY ALWAYS