

Appendix B

Modified Draft Instrument for Measuring Administrative Abilities and Administrative Behaviours

Part I : Administrative Abilities

INSTRUCTIONS : Below is given the background of a hypothetical case of the Director of a big school, Mr. Sompoom. In relation to this case, certain problematic situations are given which require a decision to be made on the part of the Director. The probable decisions are also given under the column choices. Any one of the these decisions can solve the problem.

Now, you read the background of the case and suppose, that, you are the Director. Read each situation and the choices a, b, c, d carefully. Indicate your actual decision by tick marking (✓) any one of the given choices. Please note that there is no wrong answer in any choice. Your answer is only to show how you would face each problem.

BACKGROUND : Sompoom is the director of a big school under the

Office of the National Primary Education Commission (ONPEC). His school has been selected to be the exemplary primary school for 3 subsequent years. That's why he was asked to present the project called 'The Development for the Perfect Primary School' in the seminar for the school directors all over the country next month. He and the teachers in his school for this project have to work hard. They are all serious.

No.	Situation	Choices
<hr/>		
1	Sompoom was asked by the Director of the Office of the Provincial Primary Education (OPPE) to take responsibility for 'Suggestions for Improving Academic Tasks in Primary School'. He has 3 days to decide whether to accept working or not. What should he do?	<p>...a. Discuss it with the teachers in his school within 3 days, then say "yes" or "no".</p> <p>...b. Refuse and also tell the director that he's busy.</p> <p>...c. Suggest that OPPE should set up a program for a practical seminar.</p> <p>...d. Ask the director for one more week to think about it carefully.</p>

2 The director of the OPPEa.Meeting with the staff from OPPE
makes the decision that to fix the scope of the work.
Sompoom and his teachers ...b.Plan all the details with the
should take responsibility teachers and after that hand
for the work. Which is the it to director.
best choice for him ? ...c.Write up all the plans from his
experience.
...d.Personally asks the administrator
who is his close friend, to do it
for him.

3 Sompoom's plan was accepteda.Appointed the chairmen from the
by the director. The director Province Primary Education
assigned him to take all Committee by himself.
responsibilities.Which is the ...b.Ask for volunteers from the
best way to appiont the planning group.
chairman for each committee?...c.Suggest the people for the
director to appoint.
...d.Ask the Province Primary
Education Comission to
advise him.

4 The chairmen were already ...a.Set lists of the committees
appointed. Now it is the time himself, then hand it to the
to form the committees. chairman.

What way is the best way ...b.Hand lists of the committees
for Sompoom ? to the director to forward
to the chairmen.

...c.Let the chairmen set up the
committee themselves.

...d.Discuss selection with the
chairmen.

5 The committees were already ...a.Find out an opportunity to
appointed and they have sit in on the committee meetings.
meetings regulary. Now can ...b.Ask the director to advise
Sompoom manage the committees' the committees at the meetings.
planning process ...c.Sit in on the meetings
efficiently ? sometimes, but study the minutes
regularly.
...d.Don't interfere with committees
at all.

6 Now, the work process is going on, what should Sompoom do for coordinating?
...a. Meet all coordinators every week.
...b. Have discussions with each coordinator every 3 days.
...c. Let the coordinators take responsibilities fully.
...d. Meet with the coordinators everyday.

7 Sompoom faces a problem, his assistant director in academic affairs does not have enough times for both projects. What should he do?
...a. Let the assistant director take both responsibilities because it's his duty.
...b. Write the project 'The Development for the Perfect Primary School' himself.
...c. Ask the assistant director in administrative affairs to take one responsibility.
...d. Let the heads of the subject group who are volunteers take responsibilities.

8 Sompoom has another problema.Do budget planning himself
because the man who works for because he knows it well.
planning the budget is sick ...b.Ask the experts from the
and the doctor told him to other units to help him.
take at least one month rest....c.Set up a working group and
What should Sompoom do? he himself advise them.
....d.Stop working on suggestions and
call the staff to do this work.

9 Now, there's no problem witha.Stop work and stay at home to
the work which he has taken take care of his wife for 2
responsibility for, but his weeks.
wife has a heart-attack. ...b.Go on working but ask the school
She has to be taken care of nurse to take care of
at home for at least 3 weeks. his wife at home.
What should Sompoom do? ...c.Work 3 days a week and ask his
cousin to take care of his wife.
....d.Work everyday but go back home
in the afternoon and phone up
to school.

18 Tomorrow will be the annuala.Keep quiet,it's may be only meeting, Sompoom has heard a rumour. that his assistant director ...b.Call the assistant director in academic affairs and some to report to him. teachers are not satisfied ...c.Ask the assistant director to with him because they have to stop his movement for the sake work hard. The case may be a of the school. problem at tomorrow's meeting....d.Report to the director of OPPE What should Sompoom do? about the rumour and ask for his advice.

INSTRUCTION : You may now read the background of another hypothetical case given here. Go through the situations and choices related to this case. Indicate your decisions by tick marking (✓) any one of the choices which you would have actually selected if you were Mr. Wipak.

BACKGROUND : Though Kindergarden Ruangwit School under ONPEC is a very big school, but no one wants to be administrator because there are a lot of problems in the school, especially personnel problems with the 3 groups : teachers, authorities and workers. The school plants are also a problem. Nevertheless, Wipak who is appointed to be the administrator is very happy because he is challenged by these problems.

No.	Situation	Choices
11.	Wipak found that the basic problems are no systematic in the school, the teachers have low morale. They look on him as an enemy. What should he do first ?	<p>...a. Call heads of each group to a meeting then discuss how to solve the problems within 2-3 months.</p> <p>...b. Meet everyone in the school to introduce himself and tell them that within 2-3 months problems will be solved.</p> <p>...c. Stick a notice on the board announcing that he has been appointed to be the administrator here, and is ready to work with everyone.</p> <p>...d. Know more active teachers and ask them frankly how to solve the problem.</p>

12. Wipak needs to know the problems of every group to set the organisational structure to work efficiently. What should he do ?
- ...a. Send out the questionnaires for the teachers to answer freely.
 - ...b. Get to know everyone and get their opinions.
 - ...c. Study all tasks and join with the persons in charge seriously.
 - ...d. Set up an organisational chart and authorities on the basis of management theory.
-

- 13 After Wipak achieves a good understanding with both the groups and individuals. What should he do next ?
- ...a. Call a meeting and explain all work to everyone clearly.
 - ...b. Check all collected data with persons who are familiar.
 - ...c. Get more data from the School Committee.
 - ...d. Discuss how to develop the work with the assistant directors and heads of each group.
-

14. Wipak has an idea toa.Put everyone's responsibility
change the school organ- fairly.
isational structure and ...b.Appoint a person who has
duty responsibilities. a good relationship with
Now which way is the best him to be assistant director.
for him to carry out his ...c.Examine in detail the routine
idea ? work to adjust responsibilities.
...d.Arrange all the staff rooms to be
convenient for work.

15. Wipak tries to improve ...a. Punish the person who makes a
his work to be more eff- mistake under his authority.
icient. What should he ...b.Encourage everyone to work hard
do ? during office hours and he himself
works harder.
...c.Note the need to set work
priorities and then call for a
discussion to find out solutions.
...d.Discuss and advice everyone to
work in a friendly manner.

16 Wipak planned to arrange ...a. Not arrange the meeting, to stop the meeting among the conflicts.
 3 groups every week for ...b. Arrange the meeting as he planned. personnel coordination ...c. Arrange the meeting every week but and getting ideas for separately for each group for school development, but direct information.
 after survey the opinions...d. Arrange the meeting with one group about his idea he found he a week.
 that only 50 per cent of the members agree with him.
 What should he do?

17 Wipak's room is very suitable for working now, but administrative clerk to go out smoking.
 he has to solve a problem ...b. Post a notice 'No Smoking' and in the next room where the 'No Chating' in both rooms.
 older senior administrative clerk smokes disturbing the finance clerk in administrative clerk to sit in his room for embarrassment.
 the room. In the other ...d. Move the older senior administrative clerk to sit with the 5 room, there are 5 clerks who habitually chat. What clerks.
 should he do ?

18 The alumni donated computers ...a.Study about computers with an
to school as Wipak asked, but expert.
Wipak knows nothing about ...b.Learn all the computers'
computers. What should he do? system.
...c.Study seriously how to use
computer by himself.
...d.Employ the computer man.

19. Sopa, the typist is very ...a.Ask a good typist to work
inefficient. She always makes works with her.
mistakes and works very ...b.Criticize Sopa for her poor
slowly because she is work and give her another
inattentive and unambitious. chance.
What should Wipak do ? ...c. Force her to do more work to
improve her skills. :
...d.Advice her to study and practice
typing as much as possible.

20 Now, everyone in the school...a.Encourage everyone to do more
has better morale. They work and more work.
hard and cooperate with ...b.Set the rules for working hard
the other group very well. seriously.
However, Wipak needs the ...c.Praise everyone's ability
school to be in top form. sincerely.
What should he do? ...d.Promise to work hard with
everyone for the school.

INSTRUCTIONS : You have come to the last portion of the first section. Read the background of the third case and go through the situations and the choices related to this case. Indicate your decisions by tick marking (✓) any one of the choices, which you would have actually selected, if you were the principal in place of Mr. Chalee.

BACKGROUND : Chalee is a principal who is a symbol of the new breed administrators. He was elected to be the representative of the school cluster. He is innovative and fights for right. Today, there's a meeting of the District Primary School Committee (DPSC) and Chalee has to present the criteria to increase double step salary a year as he was assigned at the last meeting. He comes to school very early to get everything ready.

21 When Chalee reaches his office ...a.Study the information in the
 there are 3 items on his table. complaint paper because he
 The first is a note to call back is their representative.
 to his friend who is a prin- ...b.Call back to his friend
 cipal, the second is a compl- because the last time he
 aint from the teachers in his voted for him.
 school cluster and the third ...c.Study the problem in the
 is a note from the Director Director's note because it
 of the Province Primary School is most likely an important.
 Office asking him to solve ...d.Go over and revise the paper
 some problems. What should he he prepared because he must
 do ? present it well.

22 All the information which ...a.Phone to the principal of the
 Chalee got from his friend,in school having the problem to
 the complaint and note from the get more information immedi-
 director are about the same tely.
 problem. It is the conflict ...b.Stop to think about this
 between the principal and the problem and carry out his rou-
 teachers in the same school. tine works after that think
 What should he do ? about how to solve the
 problem.
 ...c.Try to get more information
 from other persons.
 ...d.Make direct contact with the
 teachers who complained to the

director and ask them for more
information.

23 Chalee concludes that the ...a.Report to the director all
cause of the problem is the information he has gathered.
increase of double steps on ...b.Report to the director only on
salaries. The teachers the conclusion and tell him
criticize principal for being that it's time to get more
unfair. What should Chalee information from others.
do ? ...c.Report that it can't be conc-
luded now, but he will try best
to arrive at a conclusion.
...d.Don't do anything now, after
well checking it's time to
report.

24 The most important thing ...a.Keep note and information in
for Chalee is to get more the file 'Express' and ask his
information to find the concl- secretary to remind him.
sion to solve the problem. ...b.Keep them in the file 'Private'
What is the best way for and lay the file down on the
Chalee to do? table.
...c.Let all documents lay down on
the table to remind himself.
...d.Ask the secretary to keep them
in the file 'Staff Personnel'

because it's easy to process.

- 25 Now, the meeting will start ...a.Ask his secretary to copy his
within next 10 minutes. What report for the members.
should Chalee do by this ...b.Check all necessary papers
time ? are in order and sequent alter-
native or not.
...c.Go to bathroom and tidy his
clothes and shoes properly.
...d.Arrange for the urgent work
that still remains.
-

- 26 When Chalee went to the ...a.Lay down his file any place on
meeting room, he found that table because today is an infor-
some members were already mal meeting.
there. The Head of the ...b.Lay down his file on the table
District Primary School to the right hand side of the
Officer who will be the chairman.
chairman today was there ...c.Lay down the file on the table
and he laid down his file opposite the chairman's seat.
in the middle of the ...d.Take a seat at the head of the
table. What should Chalee table to control the meeting and
do ? present his paper.
-

- 27 During the meeting, one ...a.Keep quiet, because chairman has
member boasted about his to take responsibility.
-

success and the others ...b.Wait till the noisy calms down,
did too. Chalee felt that then propose to discuss only
the objective of the meet- setting the criteria.
ing is changed. It is ...c.Ask the boosters to suggest how
sure that the chairman is to work successfully.
not satisfied, but he ...d.Propose everyone hold off disc-
still keeps quiet. What ussion unit later and finish the
should Chalee do? meeting on time.

28 The meeting was over at ...a.Ask the chairman to wait for 2-3
noon, its's the time Chalee minutes, then go out to see his
has a date with the assis- assistant principal.
tant principal in his ...b.Tell the chairman that he has no
room. However, when he time because he has a date with
left the meeting room, the his assistant principal.
chairman asks to discuss ...c.Have the discussion with the
something with him for 10 chairman because he should be
minutes. What should he do? the most important person.
...d.Ask his secretary to tell his
assistant principal, then he has
meeting with the chairman.

29 Chalee went back to his ...a.Write a letter to the principal
office at 1:00 p.m. sharp. and the representative of the
After he did all his urgent teachers who complained, asking
work, he's already to them to report all the details

manage the conflict between the principal and the teachers which is his responsibility. What should he do in making his report's conclusion?

- ...a. and hand them within 3 days.
- ...b. Tell his secretary to inform both sides write a report for him.
- ...c. Phone both sides himself for other details.
- ...d. Meet both sides himself and ask them to present details of the conflict.

30 Chalee found that the cause of the problem is a misunderstanding. The principal is dictatorial. It's also a case of dissatisfaction from a big group of the teachers. What should Chalee do ?

- ...a. Report to the director that is a common problem in every school, after that the problem will solved itself.
- ...b. Report all causes and tells the director that the principal must adjust his behaviour and administrative style.
- ...c. Tell the principal that he will report his weak points to the director.
- ...d. Tell the teachers who complained that he will process everything fairly.

Part I is over. Now turn to Part II on the next page.

Part II Administrative Behaviours

INSTRUCTIONS : This section covers six aspects of administrative behaviours viz., academic affairs, personnel, pupil activities, management and finance, facilities and school community relations. Below are given some task situations under each area. For managing each task situation, 5 expected activities are given alongwith some blank space.

You are requested to read each task situation and the specific activities carefully select any number of activities one or more than one (1 or 2 or 3 or 4 or 5) which you have actually done. Indicate your decision by tick marking (✓) the number of choices you select. In case you have done some activities which is not listed here, please specify that in blank provided under others. Kindly respond to all the items.

Questions Regarding to Academic Affairs

- | | |
|--|--|
| 1. I managed the school academic policy as follows : | 2. I manage classroom instructions as follows : |
| ...have a school academic committee. | ...have academic plans and a calender of activities. |

...have a written academic policy for the school.	...have teaching plans, teacher, handbooks, texts, etc.
...implement all the school's academic policy.	...acquire teaching curricular materials for teachers to study.
...ask school teachers to follow the established plan.	...ask school teachers to prepare their teaching plan and teaching notes.
...have a follow-up briefing of the plan every semester.	...locate an appropriate place for producing teaching aids and text book productions.
...others (if any, please specify)others (if any, please specify).....
.....

3.1 manage the placement of teaching staff as follows:	4.1 support the school's instructional activities as follows:
...according to their abilities.	...have students make a report.
...have the high calibre teachers to teach grades 1-2.	...arrange a demonstration teaching method.
...ask teachers to teach according to their performance.	...arrange a group teaching method.
...have teachers teach according to aptitude and experience.	...use a role play method.
...arrange a teacher substitute	...use an experimental method.
	...others (if any, please specify)

to teach when there's a teacher absentee.

...others (if any, please specify)

.....
.....

5.I manage a scientific teaching method by encouraging students to be critical thinkers and problem solvers as follows :

...play simulation games for intellectual training.

...arrange an actual role experience.

...solve problems through group processes.

...answer puzzling games, debates, etc

...arrange activities supporting democratic systems.

...others (if any, please specify).

.....

6.I support school teachers to produce, use and maintain teaching aid as follows :

...have them plan and use teaching aids together.

...have a teaching production workshop.

...acquire teaching aid materials services.

...repair, service and provide maintenances of broken materials.

...evaluate the use of teaching aids by the end of each academic year.

...Others (if any, please specify)

.....

7.1 I arrange for remedial teaching as follows:

...prepare a remedial teaching program:

...arrange a definite teaching assignment for teaching.

...arrange for both individual and a group remedial teaching.

...have a record for remedial teaching.

...manage a remedial teaching program on a continuing basis.

...Others (if any, please specify)

.....

8.1 I manage the school library as follows.

...provide a separate self contained library for use.

...provide a librarian and/or personnel for the library.

...provide a complete library collection conducive to the students age.

...use a library classification and service system.

...keep a service record for the library.

...Others (if any, please specify).

.....

9.1 I support the teacher's activities as follows:

...invite resource speakers for them.

...produce academic papers for distribution.

10.1 I manage test papers and school measurement devices in as follows:

...use the "Measurement Handbook" by the Department of Education Technique.

...have a test bank.

...send teachers to seminar, workshop, conference, etc.	...have test analysis to improve the school's test papers.
...have flexible teaching supervision schedules in schools.	...use rank devices such as honesty.
...arrange for observation trips to other schools.	...use devcies to measure practi- cability of the test.
...Others (if any, please specify)Others (if any, please specify)

11.1 I manage to improve school
instruction as follows:

...call a monthly meeting to disc-
us academic work.

...arrange one academic workshop
every semester.

...use an evaluation result as a
for remedial teaching.

...use and evaluation result for
imporving school personnel.

...assign group responsible for

12.1 I support the school's
academic atmosphere as
follows:

...use the school's academic
office as center of
management.

...have a conference and/or
workshop at least once a
year.

...arrange for an academic base
exhibition.

...support school teachers to
have frequent academic
activities.

...reinforce and promote the

problem solving.

morale of teachers who
conduct academic activities.

...Others (if any, please specify) ...Others (if any, please
..... specify).

.....

Questions Regarding Personnels

13.1 I made a school personnel
administrative chart and
administrative chart and
work handbook as follows:

...have a chart showing the
school administrative struc-
ture.

...have a handbook describing
work activities

...have a meeting outlining work
directions.

...monitor school work accord-
ing to the administrative
chart.

...have a clear and well-defined

14.1 I manage school personnel
according to their suitability
and ability as follows:

...survey for data concerning
their ability and training.

...confer with personnel before
assigning them any work.

...provide an appropriate job
description conducive to
personnel.

...supervise, assist and help sta-
ff solve their problems.

...support staff morale and work

delegation of respnsibility.	spirit.
...Others (if any, please specify)	...Others (if any, please specify)
.....

15.1 I promote staff cooperation as follows:	16.1 In each personnel meeting, I do the following:
...make official appointments.	...arrange for staff meeting every month.
...explain details of work to be done.	...call for a meeting as per the problem arises.
...arrange for school staff to work together and discuss.	...call for meeting as seen appropriate.
...ask a committee to discuss work plans together.	...inform staff members of the meeting at least 3 days in advance.
...arrange for a close and free cooperation atmospehere.	...record the minutes of the meeting.
...Others (if any, please specify)	...Others (if any, please specify)
.....

17.1 I acknowledge and praise school personnel as follows:	18.1 I arrange the school fringe benefits program for personnel as follows:
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...praise the personnel personally.	...have school cooperatives.
...praise the personnel publicly at the meeting.	...arrange a self-contained such office staff.
...award a certificate of appreciation to the personnel.	...arrange for clean and sanitary drinking water for staff.
...award a shield of appreciation to the personnel.	...have an emergency loan fund for staff.
...report to supervisors to acknowledge the personnel.	...have a school infirmary for first-aid.
...Others (if any, please specify)	...Others (if any, please specify)
.....

19.1 I support work in progress and promotion to school personnel as follows:	20.1 I manage personnel following and work evaluation as follows:
...serve as advisor giving advisement for work.	...intern the staff of the follow-up/evaluation criteria in advance.
...invite outside speakers for school staff.	...conduct periodic/systematic the evaluation of the personnel.
...rotate school personnel in their work responsibilities.	...record evaluation results of each staff.
...arrange study educational	...provide consultation and

visits for school staff.	assistance to solve work problems.
...support school staff for special training and advanced education.	...use evaluation results to improve school work.
...Others (if any, please specify).	...Others (if any, please specify)
.....

21.1 I manage annual promotion evaluation as follows:	22.1 I support school teachers in their spirit of love, feeling of attachment, and sense of pride for the school as follows:
...inform the staff of the criteria in written form.	...school teachers participate in setting school policy and objectives.
...have a committee for work evaluation.	...administer the school through democratic principles.
...have a teacher representative as a committee member.	...assist school teachers in solving their work and personal problems as appropriate.
...use data and criteria in considering promotion.	...assign responsibility equally to every staff member.
...have an evaluation form for	...support staff member.

every staff member.

...Others (if any, please
specify)

...Others (if any, please specify)

.....

.....

Questions Regarding Pupil Activities

23.1 I promote student disci-
plines as follows:

24.1 I employ the following

measures for school safety:

...have students participate in
setting school disciplines.

...put up fences around the
school compound.

...have a student committee
monitor the school disciplines

...issue rules and regulations to
students for exiting the
school

...have an orientation for
students every week.

...arrange for a safe school
environment.

...praise and/or reward good
students.

...put up the signs or posters in
dangerous places.

...arrange activities to support
school disciplines.

...assign duty teachers and staff
to oversee daily school
activities.

...Others (if any, please
specify).

...Others (if any, please
specify)

.....

.....

25. I manage the student absenteeism
as follows:

... collect data and information on
student absenteeism.

...have penalty rules for unreason-
able student absenteeism.

...assign specific school personnel
to watch students.

...send school memo asking for co-op-
eration from the parents.

...Others (if any, please specify)
.....

26. I arrange activities to
support the school
athletic program as
follows:

...have intramural activities
in school.

...support athletic
activities between
school.

...support the rhythmic
activities and other
exercise.

...assign specific staff to
oversee and supervise
athletic program.

...Others (if any, please
specify).
.....

27. I manage the school health
program as follows.

...acquire basic medical equipment
for the school.

...arrange exhibitions for school

28. I arrange for school
recreation activities as
follows:

...have sufficient recreation
areas in school.

...have adequate equipment and

health.

space to support recreation
program.

...introduce correct tooth brushing techniques, etc.

...support school sports and performance activities.

...arrange for health examinations in school at least once a year.

...have audio visual service for recreation.

...arrange for vaccination and other preventive medicines for students by physicians.

...assign specific school staff to oversee recreation activities.

...Others (if any, please specify)

...Others (if any, please specify)

29. I provide student counselling and guidance as follows:

30. I manage special projects helping needy student as follows:

...have counselling personnel directly responsible for the program.

...projects that have specific work guidelines.

...have a complete and systematic student life.

...assign certain personnel responsible for each project.

...have student information and placement services.

...have realistic implementation of the projects.

...have a follow-up service for

...do a follow-up for the

students after graduated.	projects.
...Others (if any, please specify)	...Others (if any, please
.....	specify)

Question Regarding Management and Finance

<p>31. I manage the school business and equipment requisitions as follows:</p> <p>...have officially appoint personnel for each section.</p> <p>...have qualified personnel working for each section.</p> <p>...have a clear and well-defined work system for each section.</p> <p>...have a training program for work system for each section.</p> <p>...have a checking for each section</p> <p>...Others (if any, please specify)</p> <p>.....</p>	<p>32. I manage school and information/document records as follows:</p> <p>...have systematic documentary records.</p> <p>...keep a separate record for important documents.</p> <p>...have a appropriate file for incoming and outgoing files.</p> <p>...keep a statistical record of documents according to their types.</p> <p>...dispose official documents according to official rules.</p> <p>...Others (if any, please specify)</p> <p>.....</p>
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33. I manage a school document
section as follows:

...register all outgoing mail.

...register all incoming mail.

...send out official documents
on regular basis.

...have handbook and rules for
documentary work.

...have a daily time table of
work activities.

...Others (if any, please
specify).

.....

34. I manage the school budget
and finance as follows:

...plan a yearly accountability of
school budget and finance.

...monitor a disbursement and
expensation of the budget
according to the plan.

...keep an account of all school
expenses.

...check an account for all
budget items at least once a
month.

...have a budget audit once a
year.

...Others (if any, please
specify)

.....

35. I manage the school budget
finance as follows:

...call a meeting of concerned
staff for planning.

...set the school budget accor-
ding to needs.

36. I manage a finance structure
and update the budget as
follows:

...officially appoint finance
committee.

...specify clearly responsibility
and duties for the finance

staff.

...allocate the school budget	...make an expending and
according to priority orders.	receiving account for staff
	salary.
...spend the money according to	...keep a separate itemized and
the plan.	each accounts.
...adjust and stretch the school	...updating school accounts
budget as circumstances require.	daily.
...Others (if any, please	...Others (if any, please
specify).	specify)
.....

37. I manage school equipment
acquisition as follows:

...officially appoint a committee
as required by school law.

...monitor purchasing, hiring and
approving procedure correctly.

...keep evidence of equipment pur-
chases.

...check and control all equipment
as required by school law.

...have a follow-up and evaluation
of all equipment purchased.

38. I manage school equipment
acquisition in support of
education as follows:

...have office supplies for
public use.

...provide school staff with
texts and handbook.

...have a typist and regular
staff for service.

...set up a systems and
guidelines for daily
requisitions.

...monitor a daily requisition
service for actual use.

...Others (if any, please specify) ...Others (if any, please
..... specify).
.....

Questions Regarding Facilities

39. I provide access to school building and facilities as follows :	40. I allot school areas for use as follows :
...allow full use of the buildings.	...provide an area for a playground.
...allow access school building after official time.	...have an appropriate area for an athletic field.
...permit the public and outside community to use all facilities.	...allow students and the public to use the school fields outside of official times.
...have the record of the use of school building.	...provide an area for workshops and agricultural extensions etc.
...Others (if any, please specify)Others (if any, please specify)

41. I arrange the following for safety measure for school	42. I manage school building maintenance as follows :
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buildings :

...officially appoint staff and security personnel for the school.	...have responsible staff for maintenance.
...arrange for on duty staff for school building.	...maintain regular inspection and repair of depreciating material.
...dispose of all flammable material regularly.	...maintain pest control and eradication.
...have fire extinguishers and equipment for fire protection.	...keep record of maintenance and repairment.
...have fire escapes and other preventive measures.	...request for a budget to renovate and expand the building.
...Others(if any, please specify)	...Others(if any, please specify)
.....

43. I manage school buildings in support of school instruction as follows :	44. I provide school areas in support of classroom instructions as follows :
...provide interior decoration and improvement of classroom.	...provide for beautiful, restful and orderly space.
...provide a classroom for group instruction.	...have an appropriate school plant plan.
...arrange for a recreation corner in the classroom.	...have recreational space.
...provide facility and equipment in the classroom.	...provide a good environment.
	...have school building accessible for good utilization.

...have an area for out of class ...Others(if any, please specify)
learning.

...Others(if any, please specify)
.....

Questions Regarding School Community Relations

45. I support the relationship between the school and community as follows :
46. I manage the school development community as follows :

...have a work plan with the community.

...have a good public relation program for good understanding .

...have close cooperation.

...have regular project activities with the community.

...Others(if any, please specify)
.....

...invite community representatives to serve on the school committee.

...set up school-parents and alumni associations.

...cooperate closely with parents and alumni association.

...have projects activities for teachers, students and the community to work together.

...Others(if any, please specify)
.....

47. I manage public and community services as follows:

48. I manage the relationship between school and community as follows :

...allow public community access to athletic field and recreation areas.	...distribute public relations information to the public.
...lend school equipment as appropriate.	...have school staff visit parents regularly.
...provide school building for public activities.	...arrange for athletic and recreat- ional activities with the parents.
...arrange special educational groups for the public.	...have school staff and student to important public activities.
...keep record of community services.	...Join the community development committee.
...Others (if any, please specify).	...Others (if any, please specify)

.....

49. I support and participate in traditional and cultural activities as follows :

...arrange for New Year's activity with the community	50. I served as a leader in community development activities as follows:
...participate in the comm- unity's seasonal activities.	...participate in the planning for community development.
...arrange for a school etiquette contest yearly.	...arrange training services for the community.
...arrange performance acti- vities with the community.	...allow school teachers and students to join in community development.
	...use new knowledge and technology

...take students to partici-
pate in the community's
cultural fairs.

...Others(if any, please
specify).

.....

for the public.

...administer the school as an
example for the community.

...Others (if any, please specify)

.....

The Scoring Keys (Administrative Abilities)

The following lists give the correct responses for each of the numbers.

Planning					Organizing					Controlling				
No.	Scores				No.	Scores				No.	Scores			
	a	b	c	d		a	b	c	d		a	b	c	d
1.	4	1	2	3	11.	3	4	1	2	21.	3	2	4	1
2.	4	3	2	1	12.	3	2	4	1	22.	4	1	2	3
3.	3	2	4	1	13.	1	2	3	4	23.	2	4	3	1
4.	1	2	3	4	14.	3	1	4	2	24.	4	3	2	1
5.	2	3	4	1	15.	1	3	4	2	25.	1	4	2	3
6.	4	3	1	2	16.	1	2	3	4	26.	2	4	3	1
7.	2	1	3	4	17.	2	1	3	4	27.	1	2	3	4
8.	3	2	4	1	18.	3	2	1	4	28.	4	2	1	3
9.	1	3	2	4	19.	4	2	1	3	29.	2	1	3	4
10.	1	2	4	3	20.	3	1	4	2	30.	1	4	2	3