

## APPENDIX D

### A STUDY OF FACTORS PROMOTING ADAPTABILITY IN INDIAN SCHOOLS

#### PRESENT STUDY

The fact of change has become so commonplace that it is today an accepted part of our everyday experience. As science develops a better understanding of the world we live in, it, in a sense, writes a prescription for change. Education cannot be unmindful of this change.

The schools are changing — some rapidly and some at a slow pace. New ideas and innovations are continuously flowing from institutions at State and National levels. These ideas and innovations continuously knock at the school doors and a few of them find a place in some schools early or late. How is it that a few schools show a tendency to be more innovative than others? How is it that a few schools change rapidly than others? Here is a problem facing change agents, educationists and administrators alike.

A large number of factors influence the pace of change in schools. The leadership of the school principal is an important factor therein. The present questionnaire in your hand, is constructed with a view to finding out the factors related to the degree of innovativeness of a school.

The findings of this study are likely to throw ample light on problems of school improvement in India. It is in this venture of vital educational importance that your cooperation is solicited.

A STUDY OF FACTORS PROMOTING ADAPTABILITY IN  
INDIAN SCHOOLS  
QUESTIONNAIRE

- 1 Name of the school.....
- 2 Address.....
- 3 Type: ..... Rural.....Urban.....
- 4 Total strength of pupils: (Put a ☐ Mark)

(in classes VIII to XI)

- |   |                    |        |
|---|--------------------|--------|
| 1 | Less than 150..... | 1..... |
| 2 | 150 - 300.....     | 2..... |
| 3 | 301 - 450.....     | 3..... |
| 4 | 451 - 600.....     | 4..... |
| 5 | 601 - 750.....     | 5..... |
| 6 | More than 750..... | 6..... |

- 5 Name of the Principal/Headmaster.....

- 6 Sex: Male.....; Female.....

PLEASE PLACE A CHECK (☐) MARK TO THE RIGHT OF THE  
APPROPRIATE CATEGORY

- 7 Age: (years)

- |   |               |        |
|---|---------------|--------|
| 1 | 25 - 32.....  | 1..... |
| 2 | 33 - 40.....  | 2..... |
| 3 | 41 - 48.....  | 3..... |
| 4 | 49 - 56.....  | 4..... |
| 5 | above 56..... | 5..... |

- 8 Educational background:

- |   |  |        |
|---|--|--------|
| 1 | Bachelor's degree but not trained..... | 1..... |
| 2 | Master's degree but not trained.....   | 2..... |
| 3 | Bachelor's degree and trained.....     | 3..... |
| 4 | Master's degree and trained.....       | 4..... |
| 5 | Bachelor's degree with M.Ed.....       | 5..... |
| 6 | Master's degree with M.Ed.....         | 6..... |
| 7 | Bachelor's degree with Ph.D.....       | 7..... |
| 8 | Master's degree with Ph.D.....         | 8..... |
| 9 | Any other (Please mention).....        |        |

- 9 Extension/in-service programmes attended during last three years. (Please mention programmes held on district, state or national level only.)

1	1	-	2.....	1.....
2	3	-	4.....	2.....
3	5	-	6.....	3.....
4	7	-	8.....	4.....
5	9 and more.....			5.....

- 10 Based on your reply to question No.9, please mention the number of days spent in attending extension/in-service programmes during the last three years.

1	1	-	5.....	1.....
2	6	-	10.....	2.....
3	11	-	15.....	3.....
4	16	-	20.....	4.....
5	21 and more.....			5.....

OUT OF THE FIVE CHOICES GIVEN FOR EACH OF THE FOLLOWING ITEMS, PLEASE SELECT ONE (AND ONLY ONE) AND PLACE A CHECK (✓) MARK TO THE RIGHT OF THE APPROPRIATE CHOICE.

- 11 Generally speaking, I don't like being a principal, except that I get a better grade.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

- 12 I like my job in this school.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

- 13 I am not satisfied with the atmosphere in this school.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

- 14 I have some very good reasons to refute the general feeling that anyone can be a principal.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

- 15 I do not have a feeling of security as a principal in this school.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

- 16 Considering an average principal in this area, I would say, I get along well with my management.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

- 17 I really feel at home in this school as nothing makes me nervous or uneasy.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

HOW WELL DO YOU THINK THE DISTRICT INSPECTOR OF  
SCHOOLS WOULD AGREE WITH THE FOLLOWING FOUR  
STATEMENTS MADE BY YOU?

18 "Personally I feel, I can adjust to changes easily".

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

19 "Most changes introduced in the last few years have  
contributed very little in improving education in  
my school".

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

20 "If I want to maintain a healthy, stable educational  
system, I must keep it the way it is and resist the  
temptation to change".

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

21 "I really believe I would have done a much better  
job, or at least done just as well, if things hadn't  
been changed so much in my school.

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

HOW WELL DO YOU THINK THE TRAINING COLLEGE PERSONNEL  
WOULD AGREE WITH THE FOLLOWING FOUR STATEMENTS MADE  
BY YOU?

22 "Personally I feel I can adjust to change easily".

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

23 "Most changes introduced in the last few years have  
contributed very little in improving education in my  
school".

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

24 "If I want to maintain a healthy, stable educational  
system, I must keep it the way it is and resist the  
temptation to change".

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

25 "I really believe I would have done a much better  
job, or at least done just as well, if things hadn't  
been changed so much in my school".

- 1 he would agree very much..... 1.....
- 2 he would agree a little..... 2.....
- 3 he would not be sure..... 3.....
- 4 he would disagree a little..... 4.....
- 5 he would disagree very much..... 5.....

- 26 The district inspector of schools and I don't have any close friendship.

1	agree very much.....	1.....
2	agree a little.....	2.....
3	don't know.....	3.....
4	disagree a little.....	4.....
5	disagree very much.....	5.....

- 27 The district inspector of schools likes to talk with me the way a person talks to his equal.

1	agree very much.....	1.....
2	agree a little.....	2.....
3	don't know.....	3.....
4	disagree a little.....	4.....
5	disagree very much.....	5.....

- 28 The training college personnel, (extension coordinator) and I don't have any close friendship.

1	agree very much.....	1.....
2	agree a little.....	2.....
3	don't know.....	3.....
4	disagree a little.....	4.....
5	disagree very much.....	5.....

- 29 The training college personnel (extension coordinator) likes to talk with me the way a person talks to his equal.

1	agree very much.....	1.....
2	agree a little.....	2.....
3	don't know.....	3.....
4	disagree a little.....	4.....
5	disagree very much.....	5.....

- 30 According to me, the district inspector of schools supports the changes introduced in my school.....

1	whole heartedly.....	1.....
2	somewhat.....	2.....
3	not sure.....	3.....
4	not very much.....	4.....
5	not at all.....	5.....

- 31 According to me, the training college personnel (extension coordinator) supports the changes introduced in my school. . . . .

1	whole heartedly.....	1.....
2	somewhat.....	2.....
3	not sure.....	3.....
4	not very much.....	4.....
5	not at all.....	5.....

- 32 My personal view regarding the programmes introduced in my school is that teachers support them. . . . .

1	whole heartedly.....	1.....
2	somewhat.....	2.....
3	not sure.....	3.....
4	not very much.....	4.....
5	not at all.....	5.....

- 33 I read newspaper/s daily. (Tick mark the number of newspapers read)

1	one.....	1.....
2	two.....	2.....
3	three.....	3.....
4	four.....	4.....
5	five.....	5.....

- 34 I listen to educational broadcast from All India Radio.....

1	regularly.....	1.....
2	frequently.....	2.....
3	at times.....	3.....
4	rarely.....	4.....
5	never.....	5.....

- 35 I read non-educational magazines.....

1	regularly.....	1.....
2	frequently.....	2.....
3	at times.....	3.....
4	rarely.....	4.....
5	never.....	5.....



36. I read educational journals regularly. (Tick mark the number of journals)

1	one.....	1.....
2	two.....	2.....
3	three.....	3.....
4	four.....	4.....
5	five.....	5.....

37. Compared with an average principal of my district, I have attended professional/educational conferences/meetings which involve educators from more than one district.

1	very frequently.....	1.....
2	quite frequently.....	2.....
3	about the same.....	3.....
4	seldom.....	4.....
5	rarely.....	5.....

38. When I have a problem, I like to think it through myself first without taking help from others.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

39. I make my own decisions and judgments.

1	agree on the whole.....	1.....
2	agree somewhat.....	2.....
3	don't know.....	3.....
4	disagree somewhat.....	4.....
5	disagree on the whole.....	5.....

40. The training college/extension centre has the ability and expertise to help in introducing new practices in my school.

1	agree very much.....	1.....
2	agree a little.....	2.....
3	not sure.....	3.....
4	disagree a little.....	4.....
5	disagree very much.....	5.....

- 41 How would you rate your administrative ability compared with other principals in general?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 42 How would you rate your ability to get along with your staff compared with principals in general?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 43 How would you rate your ability to introduce new ideas and practices in your school, compared with other principals in general?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 44 How would you rank your methods of supervision compared with other principals?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 45 How would other principals rate your administrative ability compared with other principals in general?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 46 How would other principals rate your ability to get along with your teachers compared with other principals in general?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 47 How would other principals rate your ability to introduce major innovations in your school?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 48 How would other principals rank your supervisory skill?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 49 How would your district inspector of schools rate your administrative ability?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 50 How would your district inspector of schools rate your ability to get along with your teachers?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 51 How would your district inspector of schools rate your ability to introduce major innovations in your school?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 52 How would your district inspector of schools rate your supervisory skill?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 53 How would the training college personnel (extension coordinator) rate your administrative ability?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 54 How would the training college personnel (extension coordinator) rate your ability to get along with your teachers?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

- 55 How would the training college personnel (extension coordinator) rate your ability to introduce major innovations in your school?

1	good.....	1.....
2	above average.....	2.....
3	average.....	3.....
4	below average.....	4.....
5	poor.....	5.....

56 How would your teachers rate your administrative ability?

- |   |                    |        |
|---|--------------------|--------|
| 1 | good.....          | 1..... |
| 2 | above average..... | 2..... |
| 3 | average.....       | 3..... |
| 4 | below average..... | 4..... |
| 5 | poor.....          | 5..... |

57 How would your teachers rate your ability to get along with your teachers?

- |   |                    |        |
|---|--------------------|--------|
| 1 | good.....          | 1..... |
| 2 | above average..... | 2..... |
| 3 | average.....       | 3..... |
| 4 | below average..... | 4..... |
| 5 | poor.....          | 5..... |

58 How would your teachers rate your ability to introduce major innovations in your school?

- |   |                    |        |
|---|--------------------|--------|
| 1 | good.....          | 1..... |
| 2 | above average..... | 2..... |
| 3 | average.....       | 3..... |
| 4 | below average..... | 4..... |
| 5 | poor.....          | 5..... |

59 How would your teachers rate your supervisory skill?

- |   |                    |        |
|---|--------------------|--------|
| 1 | good.....          | 1..... |
| 2 | above average..... | 2..... |
| 3 | average.....       | 3..... |
| 4 | below average..... | 4..... |
| 5 | poor.....          | 5..... |

60 As compared with other principals whom you know, to what extent does the district inspector of schools take interest in the programmes of your school?

- |   |   |        |
|---|---|--------|
| 1 | much more frequently.....                             | 1..... |
| 2 | more frequently.....                                  | 2..... |
| 3 | just about the same as he takes in other schools..... | 3..... |
| 4 | less frequently.....                                  | 4..... |
| 5 | much less frequently.....                             | 5..... |

- 61 What do you feel about the encouragement given by the district inspector of schools in implementing new programmes in your school?

The district inspector of schools gives me  
encouragement.....

- |   |  |        |
|---|--|--------|
| 1 | much more frequently.....                                | 1..... |
| 2 | more frequently.....                                     | 2..... |
| 3 | just about the same as he<br>gives to other schools..... | 3..... |
| 4 | less frequently.....                                     | 4..... |
| 5 | much less frequently.....                                | 5..... |

- 62 How frequently does the district inspector of schools offer suggestions to help improve the programmes of your school?

- |   |   |        |
|---|---|--------|
| 1 | much more frequently.....                                 | 1..... |
| 2 | more frequently.....                                      | 2..... |
| 3 | just about the same as he<br>does with other schools..... | 3..... |
| 4 | less frequently.....                                      | 4..... |
| 5 | much less frequently.....                                 | 5..... |

- 63 How frequently does the district inspector of schools let you know if he has heard any criticism about the programmes in your school?

- |   |   |        |
|---|---|--------|
| 1 | much more frequently.....                                 | 1..... |
| 2 | more frequently.....                                      | 2..... |
| 3 | just about the same as he<br>does with other schools..... | 3..... |
| 4 | less frequently.....                                      | 4..... |
| 5 | much less frequently.....                                 | 5..... |

- 64 As compared with other principals whom you know, how often does the training college personnel (extension coordinator) take interest in the programmes of your school?

- |   |   |        |
|---|---|--------|
| 1 | much more frequently.....                                 | 1..... |
| 2 | more frequently.....                                      | 2..... |
| 3 | just about the same as he<br>does with other schools..... | 3..... |
| 4 | less frequently.....                                      | 4..... |
| 5 | much less frequently.....                                 | 5..... |

- 65 What do you feel about the encouragement given by the training college personnel (extension coordinator) in implementing new programmes in your school?

1	much more frequently.....	1.....
2	more frequently.....	2.....
3	just about the same as he gives to other schools.....	3.....
4	less frequently.....	4.....
5	much less frequently.....	5.....

- 66 How frequently does the training college personnel (extension coordinator) offer suggestions to help improve the programmes of your school?

1	much more frequently.....	1.....
2	more frequently.....	2.....
3	just about the same as he does with other schools.....	3.....
4	less frequently.....	4.....
5	much less frequently.....	5.....

- 67 How frequently does the training college personnel (extension coordinator) let you know if he has heard any criticism about the programmes in your school?

1	much more frequently.....	1.....
2	more frequently.....	2.....
3	just about the same as he does with other schools.....	3.....
4	less frequently.....	4.....
5	much less frequently.....	5.....

- 68 Please indicate the number of educational organizations in which you are/were a member during the last five years.

1	one.....	1.....
2	two.....	2.....
3	three.....	3.....
4	four.....	4.....
5	five and more.....	5.....

- 69 Please indicate the number of districts in your state you have visited for professional purposes.

1	one.....	1.....
2	two.....	2.....
3	three.....	3.....
4	four.....	4.....
5	five and more.....	5.....

- 70 Please indicate the number of states in your country you have visited for professional purposes.

1	one.....	1.....
2	two.....	2.....
3	three.....	3.....
4	four.....	4.....
5	five and more.....	5.....

- 71 Are you in contact through correspondence with educational personnel in foreign countries?

Please indicate the number of persons you have corresponded with during last one year.

1	none.....	1.....
2	one.....	2.....
3	two.....	3.....
4	three.....	4.....
5	four and more.....	5.....

- 72 Please give your total experience in the teaching profession. (in years)

1	1 - 5.....	1.....
2	6 - 10.....	2.....
3	11 - 15.....	3.....
4	16 - 20.....	4.....
5	20 yrs. and more.....	5.....

- 73 Please give your experience as a principal/headmaster of a high school. (in years)

1	1 - 5.....	1.....
2	6 - 10.....	2.....
3	11 - 15.....	3.....
4	16 - 20.....	4.....
5	20 yrs. and more.....	5.....



74 How long have you been with this school as a principal? (in years.)

1	1 - 5.....	1.....
2	6 - 10.....	2.....
3	11 - 15.....	3.....
4	16 - 20.....	4.....
5	20 yrs.and more.....	5.....

75 In how many schools (other than this), have you worked so far as a teacher/principal?

1	one.....	1.....
2	two.....	2.....
3	three.....	3.....
4	four.....	4.....
5	five and more.....	5.....

76 In how many state level committees are you a member? (give your total membership during the course of last three years).

1	none.....	1.....
2	one.....	2.....
3	two.....	3.....
4	three.....	4.....
5	four and more.....	5.....

77 How many times have you visited other schools to study their programmes during last one year?

1	once.....	1.....
2	twice.....	2.....
3	thrice.....	3.....
4	four times.....	4.....
5	five times and more.....	5.....

78 How many times have you invited principals/teachers of other schools to discuss your programmes in the last one year?

1	once.....	1.....
2	twice.....	2.....
3	thrice.....	3.....
4	four times.....	4.....
5	five times and more.....	5.....

79 How many times have you invited experts from university departments and colleges of education to discuss new programmes and practices during last one year?

- |   |                          |        |
|---|--------------------------|--------|
| 1 | once.....                | 1..... |
| 2 | twice.....               | 2..... |
| 3 | thrice.....              | 3..... |
| 4 | four times.....          | 4..... |
| 5 | five times and more..... | 5..... |

80 How many times have you sent your teachers to other schools or colleges of education to get suggestions for their problems and programmes?

- |   |                          |        |
|---|--------------------------|--------|
| 1 | once.....                | 1..... |
| 2 | twice.....               | 2..... |
| 3 | thrice.....              | 3..... |
| 4 | four times.....          | 4..... |
| 5 | five times and more..... | 5..... |

81 Compared with an average principal of the district, how would you rate the frequency of your contacts with the training college/extension services department?

- |   |                          |        |
|---|--------------------------|--------|
| 1 | much more frequent.....  | 1..... |
| 2 | more frequent.....       | 2..... |
| 3 | just about the same..... | 3..... |
| 4 | less frequent.....       | 4..... |
| 5 | much less frequent.....  | 5..... |

82 Which of the following statements best describes the community from which you draw your students?

- |   |                                |        |
|---|--------------------------------|--------|
| 1 | only 10% are educated.....     | 1..... |
| 2 | 11% to 30% are educated.....   | 2..... |
| 3 | 31% to 50% are educated.....   | 3..... |
| 4 | 51% to 70% are educated.....   | 4..... |
| 5 | 71% and more are educated..... | 5..... |

83 How will you rate the interest of the community in your school as compared with an average school in the district?

- |   |                   |        |
|---|-------------------|--------|
| 1 | a great deal..... | 1..... |
| 2 | somewhat.....     | 2..... |
| 3 | average.....      | 3..... |
| 4 | very little.....  | 4..... |
| 5 | not at all.....   | 5..... |

- 84 As compared with an average school in the district, to what extent you receive help from the community in development and improvement of the school?

1	to a great extent.....	1.....
2	somewhat.....	2.....
3	average.....	3.....
4	very little.....	4.....
5	not at all.....	5.....

- 85a Is there a PTA in your school?

1	No.....	1.....
2	Yes.....	2.....

If yes,

- 85b compared to an average school, how far are you satisfied with its function?

1	to a great deal.....	1.....
2	somewhat.....	2.....
3	average.....	3.....
4	very little.....	4.....
5	not at all.....	5.....

- 86 How often are the suggestions given by parents discussed in the staff meeting?

1	always.....	1.....
2	many times.....	2.....
3	at times.....	3.....
4	hardly.....	4.....
5	never.....	5.....

- 87 At the time of introducing a new programme/practice, how often are the parents taken into confidence?

1	always.....	1.....
2	many times.....	2.....
3	at times.....	3.....
4	hardly.....	4.....
5	never.....	5.....

- 88 How often are the parents consulted at the time of taking a major policy decision about the school?

1	always.....	1.....
2	many times.....	2.....
3	at times.....	3.....
4	hardly.....	4.....
5	never.....	5.....

- 89 How often does your management encourage you in taking up a new programme in your school?

1	always.....	1.....
2	many times.....	2.....
3	at times.....	3.....
4	hardly.....	4.....
5	never.....	5.....

- 90 How often does your management give you financial support to take up any new programme?

1	always.....	1.....
2	many times.....	2.....
3	at times.....	3.....
4	hardly.....	4.....
5	never.....	5.....

- 91 How frequently does your management inquire about and discuss the new programmes which you might have undertaken.

1	much more frequently.....	1.....
2	more frequently.....	2.....
3	casually.....	3.....
4	less frequently.....	4.....
5	much less frequently.....	5.....

92 Is there a training college/extension department in your town/city?

- |   |          |        |
|---|----------|--------|
| 1 | No.....  | 1..... |
| 2 | Yes..... | 2..... |

93 If yes, to question No. 92, how far is it from your school? (please indicate in kilometers)

- |   |                     |        |
|---|---------------------|--------|
| 1 | one.....            | 1..... |
| 2 | two.....            | 2..... |
| 3 | three.....          | 3..... |
| 4 | four.....           | 4..... |
| 5 | more than four..... | 5..... |

94 If no, to question No. 92, how far it is that you have to go to consult the personnel concerned? (please indicate in kilometers.)

- |   |                       |        |
|---|-----------------------|--------|
| 1 | less than 10.....     | 1..... |
| 2 | between 11 to 20..... | 2..... |
| 3 | between 21 to 30..... | 3..... |
| 4 | between 31 to 40..... | 4..... |
| 5 | more than 40.....     | 5..... |

Please give information about those innovations which you have introduced in THIS school.

Innovations	Whether introduced?	Partially or fully	Year of introduction	Continuous or not
1 Objective centred evaluation of pupils' achievement.....				
2 Internal assessment. (other than 20% marks prescribed by the department).....				
3 Maintaining a cumulative record card (only if the C.R.C. is maintained systematically and scientifically).....				
4 Objective type test.....				
5 Unit tests.....				
6 Weightage to different examinations held in the course of an year to decide promotions.....				
7 Annual seminar of teachers.....				
8 Library centred teaching..				
9 Open shelf library.....				
10 Experimental and developmental projects.....				
11 Cooperative projects by teachers of the same school or of the different schools.....				
12 Stimulating creativity amongst pupils.....				

Innovations	Whether intro- duced?	Parti- ally or fully	Year of intro- duct- ion	Conti- nuous or not
13 Remedial programme for the backward children...				
14 Programmes for the gifted children.....				
15 Developing reading habits among pupils.....				
16 Parent teachers association (if it is functioning systema- tically).....				
17 Subject departments of teachers.....				
18 Educational and voca- tional guidance.....				
19 Student's workbook.....				

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Dear Teacher,

The purpose of this questionnaire is to secure a description of the different ways in which teachers behave in schools and of the various conditions under which they must work. The items in this questionnaire describe typical behaviours or conditions that occur within a school organization. Please indicate to what extent each of these descriptions characterizes your school.

Please do not evaluate the items in terms of "good" or "bad" behaviour, but read each item carefully and respond in terms of how well the statement best describes your school. The descriptive scale on which to rate the items is printed at the top of each page. Please read the instructions which describe how you should mark your response.

Please be sure that you mark every item.

With thanks,

Piloo Buch.

1. Name of the school .....
2. Name of the teacher.....
3. Age: (years.)
  - 1 25-34..... 1.....
  - 2 35-44..... 2.....
  - 3 45-54..... 3.....
  - 4 55 and more..... 4.....
4. Please give your total experience in teaching profession. (in years.)
  - 1 1-10..... 1.....
  - 2 11-20..... 2.....
  - 3 21-30..... 3.....
  - 4 31 and more..... 4.....



Out of the four choices given for each of the following items, please select ONE (and only one) and put a circle around the number indicating the choice. (The choices are given on the right hand side on the top of the page). Printed below is an example of a typical item found in this questionnaire.

- |   |                        |
|---|------------------------|
| 1 | Rarely occurs          |
| 2 | Sometimes occurs       |
| 3 | Often occurs           |
| 4 | Very frequently occurs |

1. Teachers call each other by their first name..... 1. 2. (3). 4.

In this example the respondent marked alternative 3 to show the interpersonal relationship described by this item "often occurs" at his school. Of course, any of the other alternatives could be selected, depending upon how often the behaviour described by the item does indeed occur in your school.

Please mark your response clearly, as in the example.

- |     |  |   |   |   |   |
|-----|--|---|---|---|---|
| 5.  | The closest friends of the teachers of this school are other teachers of this very school..... | 1 | 2 | 3 | 4 |
| 6.  | The mannerism of the teachers in this school is annoying.....                                  | 1 | 2 | 3 | 4 |
| 7.  | Staff members in this school invite their colleagues to visit them at their homes.....         | 1 | 2 | 3 | 4 |
| 8.  | There is a minority group on the staff who always oppose the majority.....                     | 1 | 2 | 3 | 4 |
| 9.  | Sufficient time is given to prepare class records, examination records, etc.....               | 1 | 2 | 3 | 4 |
| 10. | Staff members know the family background of other staff members..                              | 1 | 2 | 3 | 4 |
| 11. | Group pressure is exerted on non-confirming staff member.....                                  | 1 | 2 | 3 | 4 |

1 Rarely occurs  
 2 Sometimes occurs  
 3 Often occurs  
 4 Very frequently occurs

- |  |   |   |   |   |
|--|---|---|---|---|
| 12. In staff meetings there is a feeling of "let us get things done".....  | 1 | 2 | 3 | 4 |
| 13. Administrative paper work is burdensome in this school.....  | 1 | 2 | 3 | 4 |
| 14. Teachers talk about their personal life with their colleagues.....   | 1 | 2 | 3 | 4 |
| 15. Teachers seek special favour from the principal.....   | 1 | 2 | 3 | 4 |
| 16. Reference books,teaching aids,etc. are readily available for use...  | 1 | 2 | 3 | 4 |
| 17. Preparing monthly reports,progress cards etc.require too much work..   | 1 | 2 | 3 | 4 |
| 18. Teachers have fun socializing together during working hours.....   | 1 | 2 | 3 | 4 |
| 19. Teachers interrupt other colleagues who are taking part in staff meetings.....                               | 1 | 2 | 3 | 4 |
| 20. Most of the teachers here accept the faults of their colleagues...   | 1 | 2 | 3 | 4 |
| 21. Teachers in this school have to work on too many committees.....   | 1 | 2 | 3 | 4 |
| 22. Teachers feel quite relaxed when they meet informally.....   | 1 | 2 | 3 | 4 |
| 23. Non-sensical questions are asked by various members in staff meetings.                                       | 1 | 2 | 3 | 4 |
| 24. Routine duties interfere with the teaching work.....   | 1 | 2 | 3 | 4 |
| 25. Teachers prepare the reports of projects, examination results and other required material by themselves..... | 1 | 2 | 3 | 4 |
| 26. Teachers ramble when they talk at staff meetings.....  | 1 | 2 | 3 | 4 |
| 27. Teachers show a great deal of 'School spirit'.....   | 1 | 2 | 3 | 4 |

		1	Rarely occurs		
		2	Sometimes occurs		
		3	Often occurs		
		4	Very frequently occurs		
28.	The principal goes out of his way to help the staff.....	1	2	3	4
29.	The principal helps teachers solve personal problems.....	1	2	3	4
30.	Teachers in this school stay even after school hours by themselves.	1	2	3	4
31.	Teachers accomplish their work with great vigour and pleasure.....	1	2	3	4
32.	The school principal sets an example by working hard himself..	1	2	3	4
33.	The principal does personal favours to staff members to solve their problems.....	1	2	3	4
34.	Each teacher spends his recess time by himself.....	1	2	3	4
35.	The morale of the teachers is high.	1	2	3	4
36.	The principal uses constructive criticism to improve the teachers' work.....	1	2	3	4
37.	The principal stays after school hours to help teachers finish work.	1	2	3	4
38.	Teachers socialize together in small selected groups.....	1	2	3	4
39.	The principal contacts teachers each day.....	1	2	3	4
40.	The principal is well planned when he speaks at a school function.....	1	2	3	4
41.	The principal helps teacher to solve minor differences.....	1	2	3	4
42.	The principal prepares programmes of work for the teachers.....	1	2	3	4
43.	The principal corrects teachers' mistakes.....	1	2	3	4

		1	2	3	4
		1 Rarely occurs			
		2 Sometimes occurs			
		3 Often occurs			
		4 Very frequently occurs			
44.	The principal talks a great deal in staff meetings.....	1	2	3	4
45.	The principal explains his reasons for criticisms to the staff.....	1	2	3	4
46.	The principal tries to get better conditions of work for the teachers	1	2	3	4
47.	The rules framed by the principal are never questioned.....	1	2	3	4
48.	The principal looks out for the personal welfare of teachers.....	1	2	3	4
49.	Adequate clerical help is available for each teacher.....	1	2	3	4
50.	The principal conducts staff meetings like a business-conference...	1	2	3	4
51.	The principal comes to the school before teachers are in the school.	1	2	3	4
52.	The principal and teachers work together to prepare reports for management and district inspector.	1	2	3	4
53.	Staff meetings are organized according to tight agenda.....	1	2	3	4
54.	In staff meetings, mainly the principal speaks and narrates reports.....	1	2	3	4
55.	The principal tells teachers of new ideas, he has thought of.....	1	2	3	4
56.	Teachers in this school talk about leaving the school.....	1	2	3	4
57.	The principal checks on the special abilities of teachers.....	1	2	3	4
58.	Teachers find it easy to understand the principal.....	1	2	3	4
59.	The principal is very keen to insure that teachers work to full capacity.	1	2	3	4