APPENDIX 1V

QUESTIONARE FOR TEACHERS AND STUDENT LEADERS

Please kindly spare your valuable time to respond to the following questions about
Your employment, the purpose of this is to gain a clearer understanding about your
Working relationship and how it affects the performance of the school.

The answers given will not be disclosed to any one thus no needs to write your name
on the questionnaires.

Section A

Personal data
Tick the correct box

Sex
Male □ Female □

Marital status
Single □ Married □

Number of children
None □ 1-5 □ 6 and above □

Age
20-30 □ 30-40 □ 40 and above □

Level of education
Degree □ Diploma □ Any other (specify) □

Section B

Work relationship:

Name of the school
........................................................................................................................................................................
........................................................................................................................................................................
Type of school

Day □ Boarding □ Mixed □ Single □

School population
How long have you served in this school?

- Less than one year
- between 1-5
- between 6-10
- above 10

In which department are you, specify…………………………………………………

Where are the sources of powers in your school?

- From the government
- from the community
- From the individuals
- any other

Do the staff have actual powers to carry out their duties,

- Yes
- No

If yes specify. …………………………………………………

What attracted you to join and become member of this school?
……………………………………………………………………………………
……………………………………………………………………………………

What are the main challenges you have experienced since you become a teacher of this school?
……………………………………………………………………………………
……………………………………………………………………………………

Would like to continue working as teacher of this school?
……………………………………………………………………………………
……………………………………………………………………………………

Give your personal feeling on your job experience at your school
……………………………………………………………………………………
……………………………………………………………………………………

What do you want to be improved at your school?
……………………………………………………………………………………
……………………………………………………………………………………

Section C

How do your members of staff get jobs in your school?
……………………………………………………………………………………
……………………………………………………………………………………

Do the members of staff go under training on the school expense,
Yes ☐ No ☐

If yes what type of the training given

………………………………………………………………………………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………………………………………………………………………

Who are those people involved in your appointment

Ministry of education ☐ Headmaster ☐ Directors ☐

Any other ☐

Are there any problems you faced in your appointments?

Yes ☐ No ☐

If yes, please specify

………………………………………………………………………………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………………………………………………………………………

Did you attend any interviews before becoming the teacher of this school?

Yes ☐ No ☐

If yes where did the interviews took place?

At the ministry ☐ at school ☐ any other ☐

Is there any weakness you observed?

Yes ☐ No ☐

If yes, what are they?

………………………………………………………………………………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………………………………………………………………………

How does the school supervise its staff?

………………………………………………………………………………………………………………………………………………………………………………………………………………

Does your school often carry out performance appraisal?

Yes ☐ No ☐

Who are the people concerned with the exercise?

Headmaster ☐ Board of governors ☐ Any other ☐

What benefits have you got from that exercise?
Who decides the salary at your school?

Ministry of education  □  Board of governors  □  Headmaster  □

Besides the salary, which of the following incentives does then school offer?

Housing  □  Lunch  □  Medical  □  Transport  □

Is there any promotion in your school?

Yes  □  No  □

Thank you!

APENDEXI III
INTERVIEW SCHEDULE FOR SCHOOL MANAGERS

Section A

Personal and Demographic data respondents

Instructions

Please, tick or fill in the given space personal and demographic information.

1. What is your occupation?
   (a) Academic staff   (b) Head teacher   (c) Board of council
   (d) Professional staff

2. How long have you been working in this school

3. What is your current designation (rank)?

4. What is your term of service (employment)?
   (a) Temporary   (b) Permanent   (c) Part time   (d) Contract

Section B

Instructions:

Please, circle the number that corresponds to your perception and feelings about your working condition. The appropriate rating grade

Extremely satisfied (5)
Satisfied (4)
Fairly satisfied (3)
Dissatisfied (2)
Extremely dissatisfied (1)

1. Salary benefit packages offered
2. Fairness of sharing out salaries
3. The need to seek a secondary job to supplement my salary and benefit packages
4. Job description for new staff members
5. Terms of services
6. Staff development opportunities
1. How many hours does each teacher work on average per day?

2. In addition, to government salary what other incentives do you give to your teachers in cash or in kind?
   If cash, how much?
   If in kind, list items

3. Does your school provide (Tick the most appropriate)
   (a) PTA allowances
   (b) Lunch for teachers
   (c) Medical care
   (d) Coaching opportunities

4. How much money does government provide you with to cater for each child per term?

5. When does the school receive this money?
   (a) At the beginning of the term
   (b) At the end of the term
   (c) Later

6. What is the current pupil population of your school?

7. How many classroom blocks are there in your school?

8. Are the classes above enough to accommodate the students’ population?

9. If the cases are not enough, what other facilities do you use to hold lessons

10. Does the school provide pupils with the following items?
    - Exercise books
    - Lunch
    - Pens/pencils, etc

11. If no, what do you do to maintain pupils in school?

12. Are there any drop outs from UPE in your school? Yes/No. if yes how many?

13. Does your school offer any special privilege to orphans? If so state it.

14. How prepared was your school for UPE (tick)
    a) New buildings were put up before the programme
    b) More teachers were enrolled
    c) More scholastic materials like desks were put in place
    d) None of the above was in place.
15. Is the school running smoothly as before UPE programme? Yes/No. if no what problem do you think, in your own opinion are hindering the smooth running of the school?

7. Availability of office materials 1 2 3 4 5
7. Financial support for research 1 2 3 4 5
8. Team spirit in our department 1 2 3 4 5
9. Staff/superior relation 1 2 3 4 5
10. Participation in school activities 1 2 3 4 5
11. Performance appraisal methods 1 2 3 4 5
12. Diversity and challenges in my job 1 2 3 4 5
13. Job enables the use of my talent fully 1 2 3 4 5
14. Recognition of efforts/achievements 1 2 3 4 5
15. Sense of remorse for not reporting for duties 1 2 3 4 5
16. Feedback systems 1 2 3 4 5
17. Workload influence on progress 1 2 3 4 5
18. Promotion criteria 1 2 3 4 5
19. Arractiveness of the reward attached to the new position 1 2 3 4 5

Section C

Please, give your personal feelings on your job experience at your school

1. What attracted you to join and become a member of staff at your school?
2. What are the main challenges you have experienced since you became a teacher?
3. Would you like to continue working as a teacher at the same school?
4. What do you want to see improved at your school?
5. My current salary package gives me inspiration to work hard and performance at my best. Please tick one of the options below that most appropriately represent your opinion as regards the above statement.
   (a) Strongly agree   (b) Agree   (c) not sure   (d) disagree
   (e) Strongly disagree.

11. In your opinion what would you recommend as the most appropriate performance appraisal method your organization can

use........................................................................................................................................
........................................................................................................................................
Section C

This section relates to the Trait based method for appraisal

12. The method of appraisal is relevant to actual done

13. The performance appraisal method fair on promotional decisions

14. The performance appraisal method allows me to express my opinion on management freely.

15. There is always time when I am updated with my performance

16. I am satisfied with the way the appraisal was curried out
Section D

This section relates to the management by objective (MBO) method of performance appraisal

17. The method of appraisal is relevance to actual done
   Strongly disagree disagree I am not sure Agree strongly agree
   □          □          □          □          □          □

18. The performance appraisal method fair on promotional decisions
   Strongly disagree disagree I am not sure Agree strongly agree
   □          □          □          □          □          □

19. The performance appraisal method allows me to express my opinion
   on management freely
   Strongly disagree disagree I am not sure Agree strongly agree
   □          □          □          □          □          □

20. There is always time when I am updated with my performance.
   Strongly disagree disagree I am not sure Agree strongly agree
   □          □          □          □          □          □

21. I am satisfied with the way the appraisal was carried out
   Strongly disagree disagree I am not sure Agree strongly agree
   □          □          □          □          □          □

THANK YOU FOR YOUR COOPERATION

APPENDIX II

Sample of an appraisal form
Teacher’s appraisal form:

Name of school……………………………………. Date: …………………………

Part one:

1. Name: ……………………………………………………………………
2. Classes being taught: …………………………………………………..
3. Subjects taught:

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<th>SUBJECT</th>
<th>CLASS</th>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

4. Sex:
   1. Male                                          2. Female
5. Age: [ ]
6. Marital status:
   1. Married                       2. Single

7. Qualifications: ………………………………………………………………..
8. Period taught in this school: ………………………………………………
9. Rating responsibility in school?
   1. Very heavy                     2. Heavy
   3. Light                          4. Very light

10. Basing on the responsibility in (9) above
    a) What responsibility? …………………………………………………
    b) Salary: ………………………………………………………………..
**PART TWO**

**Tick the most appropriate and applicable box**

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<th>3</th>
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<td></td>
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<td></td>
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<td>2</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Highly effective</td>
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<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Solid performance</td>
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<td></td>
<td></td>
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<td>5</td>
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<td>Not effective</td>
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<td>3 Giving home work</td>
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<td>4 Giving weekend work</td>
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<tr>
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<td>6 Submitting prep books</td>
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<td>7 Record keeping</td>
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<td>8 Class room control and management</td>
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<td>9 Setting learning conditions</td>
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<td>10 Students participation in class</td>
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<td>11 Checking students notes</td>
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<tr>
<td>12 Audibility in class</td>
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<td>13 Attending to preps</td>
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<th>Comments</th>
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<tr>
<td>3 Participation in all school activities</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>4 Avoiding French leaves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Smartness</td>
<td></td>
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APPENDIX III:

Sample of a structured scoring sheet for staff members during the interviews:

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<th>3</th>
<th>2</th>
<th>1</th>
<th>Negative</th>
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<tbody>
<tr>
<td>Sufficient academic qualifications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Insufficient academic qualifications</td>
</tr>
<tr>
<td>Good health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Doubtful for the health</td>
</tr>
<tr>
<td>Good self expression</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Difficulty in expressing thoughts</td>
</tr>
<tr>
<td>Mature</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Immature</td>
</tr>
<tr>
<td>Characteristic</td>
<td>Rating</td>
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<td></td>
<td></td>
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<tr>
<td>-------------------------------</td>
<td>-------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recommendable experience</td>
<td>Lack enough experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspires confidence</td>
<td>Lacks confidence</td>
<td></td>
<td></td>
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<td>Emotional stable</td>
<td>Shows signs of emotional</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>instability</td>
<td></td>
<td></td>
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<td>Shows strong sense of</td>
<td>Sense of responsibility</td>
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<td>doubtful</td>
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<td></td>
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<tr>
<td>Social and likely to get on</td>
<td>Arrogant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>with others</td>
<td></td>
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</tr>
<tr>
<td>Creative and innovative</td>
<td>Shows difficulty to cope up</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>with unexpected</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Likely to be stable on the</td>
<td>Stability on job is doubtful</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>job</td>
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<tr>
<td>Signs of honesty</td>
<td>Signs of dishonesty</td>
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<tr>
<td>Response seems sensitive</td>
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<td></td>
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</tr>
<tr>
<td>Appears tolerant</td>
<td>Inclined to be rigid</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>Background not clear</td>
<td></td>
<td></td>
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</table>

**Source:** Uganda education service commission (2002).

**APPENDIX I**

The ministry of Education and Sports Management Micro-Structure for Secondary Schools in Uganda

```
MINISTRY OF EDUCATION & SPORTS
   ↓
BOARD OF GOVERNORS
   ↓
PTA DESK
   ↓
MANAGEMENT COMMITTEE
   ↓
HEAD TEACHERS
   ↓
DEPUTY HEADTEACHER (ADMINISTRATION)
   ↓
DEPUTY HEADTEACHER (ACADEMICS)
   ↓
DIRECTOR OF STUDIES
   ↓
CAREERS MASTER/ASST.DOS
   ↓
CLASS TEACHER
   ↓
STREAM TEACHER
   ↓
STUDENTS’ BODY
   ↓
HEADS OF DEPARTMENT
   ↓
BURSAR
   ↓
SPORTS MASTER
   ↓
HOUSE MASTER
   ↓
CLASS TEACHER
   ↓
STREAM TEACHER
```
