

APPENDEXI 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

50-100 100-200 200-300 above 500

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!

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 | 1 2 3 4 5 |
| 2. Fairness of sharing out salaries | 1 2 3 4 5 |
| 3. The need to seek a secondary job to supplement my salary and benefit packages | 1 2 3 4 5 |
| 4. Job description for new staff members | 1 2 3 4 5 |
| 5. Terms of services | 1 2 3 4 5 |
| 6. Staff development opportunities | 1 2 3 4 5 |

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. Attractiveness 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 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. The performance appraisal method fair on promotional decisions

Strongly disagree	disagree	I am not sure	Agree	strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Strongly disagree	disagree	I am not sure	Agree	strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Strongly disagree	disagree	I am not sure	Agree	strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. I am satisfied with the way the appraisal was carried out

Strongly disagree	disagree	I am not sure	Agree	strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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:

SUBJES	CLASS

4. Sex:

1. Male

2. Female

5. Age:

6. Marital status:

1. Married

2. Single

3. Separated

4. Widow widower

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

	Scale	1	2	3	4	5	Comments
1	Exceptional						
2	Highly effective						
3	Solid performance						
4	Needs improvements						
5	Not effective						

	ACADEMIC PERFORMANCE	1	2	3	4	5	Comments
1	Scheming						
2	Lesson planning						
3	Giving home work						
4	Giving weekend work						
5	Marking students exercises						
6	Submitting prep books						
7	Record keeping						
8	Class room control and management						
9	Setting learning conditions						
10	Students participation in class						
11	Checking students notes						
12	Audibility in class						
13	Attending to preps						

	PANCTUALITY	1	2	3	4	5	Comments
1	Time managements						
2	Meeting school deadlines						
3	Participation in all school activities						
4	Avoiding French leaves						
5	Smartness						

	INTERACTION	1	2	3	4	5	Comments
1	Relating with fellow teachers						
2	Relating with parents						
3	Relating with students						
4	Relating with administration						
5	Commitment to school activities						
6	General performance						

Generalcomment:

.....

Source: Uganda Educational service commission (2002

APPENDIX III:

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

Name of the school.....

Date.....

Candidates Name

Tick the most appropriate box

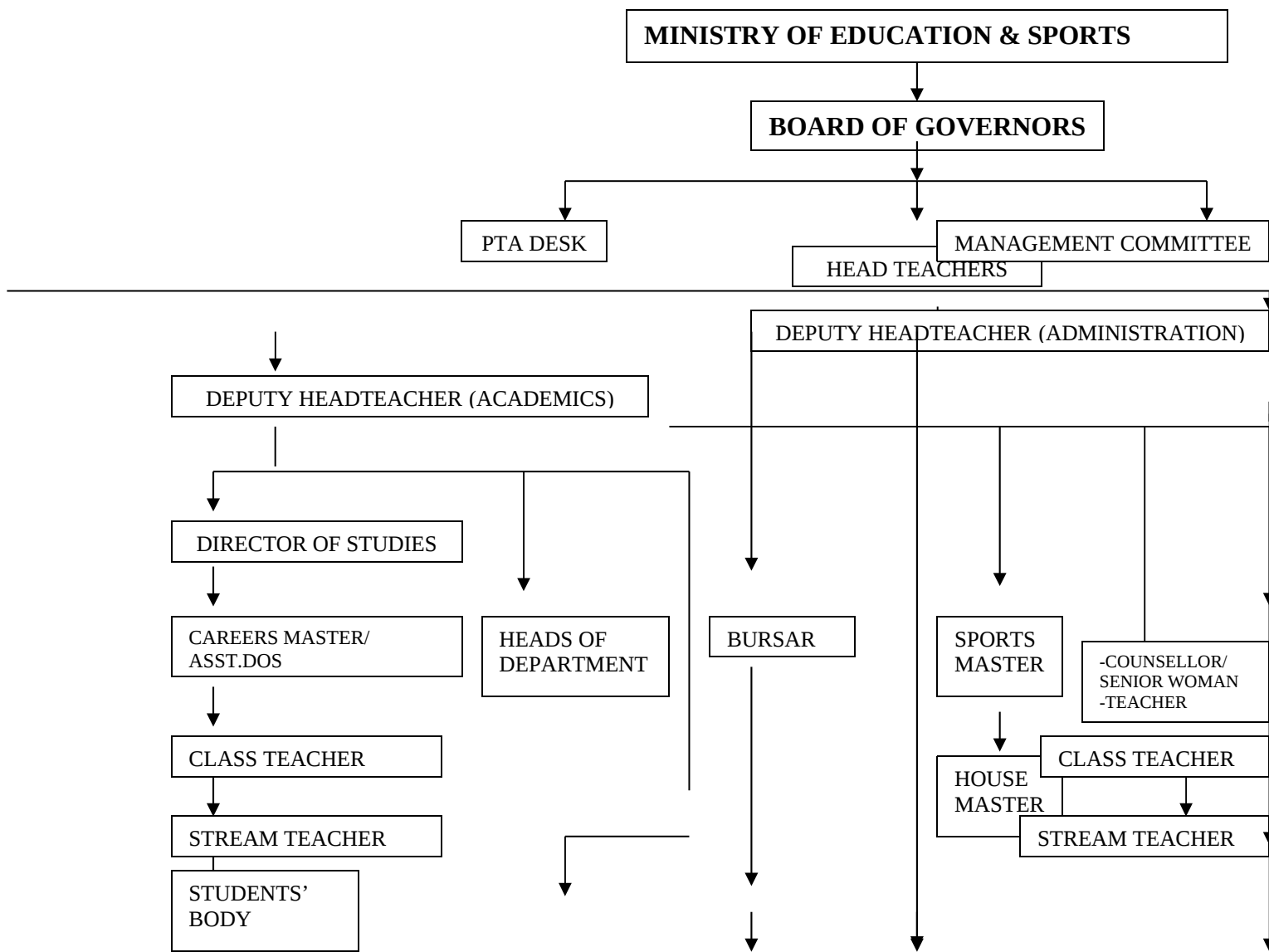
Positive	5	4	3	2	1	Negative
Sufficient academic qualifications						Insufficient academic qualifications
Good health						Doubtful for the health
Good self expression						Difficulty in expressing thoughts
Mature						Immature

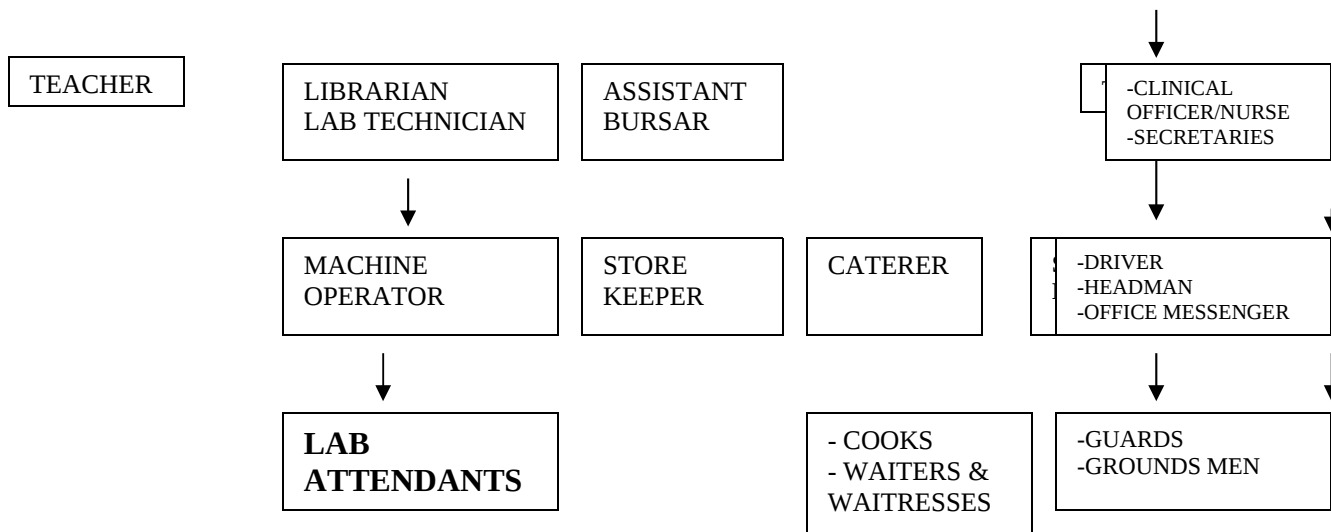
Recommendable experience					Lack enough experience
Inspires confidence					Lacks confidence
Emotional stable					Shows signs of emotional instability
Shows strong sense of responsibility					Sense of responsibility doubtful
Social and likely to get on with others					Arrogant
Creative and innovative					Shows difficulty to cope up with un expected
Likely to be stable on the job					Stability on job is doubtful
Signs of honesty					Signs of dishonesty
Response seems sensitive					Careless
Appears tolerant					Inclined to be rigid
Clear back ground					Background not clear

Source: Uganda education service commission (2002).

APPENDIX I

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





SOURCE: Ministry of Education and Sports (2002), Republic of Uganda