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RSA


APPENDIX 1

QUESTIONNAIRE ON TEACHER PARTICIPATION

INSTRUCTIONS:

1. This Questionnaire is confidential. Do not give your name or the name of your school.

2. Please respond to all questions and statements.

3. There are no wrong or right answers. Honest and frank answers will be appreciated.

4. Please follow the instructions given under each section.

<table>
<thead>
<tr>
<th>QUESTIONNAIRE NUMBER</th>
<th>CARD No.</th>
<th>(1 - 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECTION 1</td>
<td>1</td>
<td>(4)</td>
</tr>
</tbody>
</table>

Place "X" on one response in each category.

1.1 GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
</tr>
</tbody>
</table>

1.2 AGE

<table>
<thead>
<tr>
<th>Age Range</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20 - 30</td>
<td>1</td>
</tr>
<tr>
<td>31 - 40</td>
<td>2</td>
</tr>
<tr>
<td>41 - 50</td>
<td>3</td>
</tr>
<tr>
<td>50 +</td>
<td>4</td>
</tr>
</tbody>
</table>

1.3 TEACHING EXPERIENCE

<table>
<thead>
<tr>
<th>Experience</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>1</td>
</tr>
<tr>
<td>2 - 5 years</td>
<td>2</td>
</tr>
<tr>
<td>5 - 8 years</td>
<td>3</td>
</tr>
<tr>
<td>9 + years</td>
<td>4</td>
</tr>
</tbody>
</table>

1.4 PROFESSIONAL QUALIFICATIONS

<table>
<thead>
<tr>
<th>Qualification</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>RTC/HRTC/PTD</td>
<td>1</td>
</tr>
<tr>
<td>SEC/SED</td>
<td>2</td>
</tr>
<tr>
<td>STD</td>
<td>3</td>
</tr>
<tr>
<td>UED/HED</td>
<td>4</td>
</tr>
</tbody>
</table>
### 1.5 ACADEMIC QUALIFICATIONS

<table>
<thead>
<tr>
<th>Degree</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st 10</td>
<td>1</td>
</tr>
<tr>
<td>B.A./B.Com./B.Sc. degree</td>
<td>2</td>
</tr>
<tr>
<td>B.A./B.Com./B.Sc. Ed.</td>
<td>3</td>
</tr>
<tr>
<td>B.A. (Honns.) /B.Ed.</td>
<td>4</td>
</tr>
<tr>
<td>Masters</td>
<td>5</td>
</tr>
<tr>
<td>Doctorate</td>
<td>6</td>
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</tbody>
</table>

### 1.6 CURRENT POSITION IN THE SCHOOL

<table>
<thead>
<tr>
<th>Position</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teacher</td>
<td>1</td>
</tr>
<tr>
<td>Head of Department</td>
<td>2</td>
</tr>
<tr>
<td>Guidance Counsellor</td>
<td>3</td>
</tr>
<tr>
<td>Deputy Principal</td>
<td>4</td>
</tr>
<tr>
<td>Other (specify)</td>
<td>5</td>
</tr>
</tbody>
</table>

### 1.7 AFFILIATION

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers Association</td>
<td>1</td>
</tr>
<tr>
<td>Teachers Union</td>
<td>2</td>
</tr>
<tr>
<td>None</td>
<td>3</td>
</tr>
</tbody>
</table>

### 1.8 SIZE OF THE SCHOOL

<table>
<thead>
<tr>
<th>Size</th>
<th>Count</th>
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<tbody>
<tr>
<td>Less than 500</td>
<td>1</td>
</tr>
<tr>
<td>501 - 1000</td>
<td>2</td>
</tr>
<tr>
<td>1000 +</td>
<td>3</td>
</tr>
</tbody>
</table>

### 1.9 SIZE OF DEPARTMENTS/TEAMS/COMMITTEES IN THE SCHOOL

<table>
<thead>
<tr>
<th>Size</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5</td>
<td>1</td>
</tr>
<tr>
<td>5 - 10</td>
<td>2</td>
</tr>
<tr>
<td>10 +</td>
<td>3</td>
</tr>
</tbody>
</table>
SECTION 2

Indicate with "X" the number that closely reflects your actual participation (left hand side column) and desired participation (right hand column) in each of the following management activities:

- Actual participation means the extent to which you presently participate in the mentioned activity.
- Desire participation means the extent to which you wish to participate in the mentioned activity.

Key: 1 = Never   3 = Usually
      2 = Seldom   4 = Always

<table>
<thead>
<tr>
<th>ACTUAL</th>
<th>DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Usually</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Always</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTUAL</th>
<th>DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Usually</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>Always</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

2.1 Determining school goals and objectives
2.2 Determining plans to meet school goals
2.3 Drawing up a year programme of school activities
2.4 Setting conduct rules for teachers
2.5 Effecting changes in the school policy
2.6 Setting standards for amount of written work and tests
2.7 Drawing up the school budget
2.8 Determining school needs and the needs of your department/committee/team
2.9 Setting standards for teacher evaluation
2.10 Allocating subjects to teachers
2.11 Assigning teachers to committees/teams/task forces/classes
2.12 Admitting and assigning pupils to classes
2.13 Co-ordinating the work of teachers sharing the same subject/grade/standard/committee/team
2.14 Setting agenda items for meetings
2.15 Liaising with parents, civic and outside bodies
2.16 Recruiting new teachers
2.17 Inducting new teachers
2.18 Orientating new pupils
2.19 Determining in-service needs of teachers sharing your subject/department/team
<table>
<thead>
<tr>
<th>ACTUAL</th>
<th>DESIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4</td>
<td>2.20 Guiding pupils concerning their academic performance</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.21 Guiding teachers sharing your subject-department/team</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.22 Disseminating information concerning the school to parents, civic and other bodies</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.23 Motivating teachers and pupils to carry out school objectives and plans</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.24 Determining how well the school goals and objectives are being met</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.25 Evaluating your teaching performance with your principal/Head of Department/leader</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.26 Evaluating the teaching performance of your colleagues</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.27 Evaluating the classroom practices of your colleagues</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.28 Dealing with and resolving unrest situations</td>
</tr>
<tr>
<td>1 2 3 4</td>
<td>2.29 Ensuring that school rules are obeyed</td>
</tr>
</tbody>
</table>
**SECTION 3**

Indicate by means of "X" on the number that closely reflects your opinion concerning the extent to which each of the following occurs in your school:

**Key:**
- 1 = No extent
- 3 = Some extent
- 2 = Little extent
- 4 = Great extent

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Teachers have developed a shared vision for the school</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.2</td>
<td>Teachers working together arrive at decisions on the basis of majority rule</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.3</td>
<td>Decisions are only made when almost everyone is in agreement</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.4</td>
<td>Decisions are only made when almost everyone can accept the proposal to some extent</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.5</td>
<td>Decisions made in meetings are followed up and implemented</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.6</td>
<td>Teachers are accountable for decisions they helped to make</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.7</td>
<td>Teachers accept decisions when these are made or supported by the principal</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.8</td>
<td>Teachers participate in decision making only when invited or instructed by the principal</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.9</td>
<td>Sufficient information is supplied for teachers to arrive at quality decisions</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.10</td>
<td>Teachers freely exchange suggestions, opinions and ideas in meetings</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.11</td>
<td>Teachers work collaboratively in teams/committees</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.12</td>
<td>Meetings are held regularly by teams/committees</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.13</td>
<td>Sufficient teams/committees are established to allow teachers to participate effectively</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.14</td>
<td>Problems are resolved by teachers working in quality circles</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.15</td>
<td>Team/committee leaders chair some of the meetings</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.16</td>
<td>Teachers perceive agenda items supplied by the principal as unimportant and irrelevant</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.17</td>
<td>Agenda items are made available to teachers a few days before the meeting</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.18</td>
<td>Teachers provide agenda items of their own</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.19</td>
<td>Teachers prepare themselves thoroughly for the meetings</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3.20</td>
<td>Meetings are characterised by conflicts and bickerings and no substantive decisions are made</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
## SECTION 4

Indicate your level of agreement or disagreement to each of the following results of participation by placing an "X" on the number that closely reflects your opinion.

**Key:** 1 = Strongly disagree  3 = Agree  2 = Disagree  4 = Strongly agree

### PARTICIPATION OF TEACHERS IN SCHOOL MANAGEMENT:

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Leads to improvement in the quality of decisions</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4.2</td>
<td>Improves the pass rate of pupils</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4.3</td>
<td>Leads to better communication between principals, teachers and parents</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4.4</td>
<td>Increases the loyalty of teachers to the principal</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4.5</td>
<td>Leads to activities whereby teachers sabotage school goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4.6</td>
<td>Increases the professional growth of teachers</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4.7</td>
<td>Improves the morale of teachers</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4.8</td>
<td>Leads to lack of effective leadership</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Mr M J Mosoge  
10 Cobalt Street  
Steelpark  
VEREENIGING  
1939

Dear Mr Mosoge

APPLICATION FOR CONDUCTING A RESEARCH PROJECT IN THE DEPARTMENT OF EDUCATION AND TRAINING

1. Your request to conduct research in the Department of Education and Training has been evaluated and approved.

2. Your application and relevant documentation have been referred to the Regional Chief Director: Orange Vaal Region, Private Bag X054, Vereeniging, 1930. Telephone (016) 21 3045.

3. You are advised to contact the above Regional Chief Director to finalise the arrangements for your research.

4. You may also contact Me L de Lange at (012) 312 5037 at Head Office for assistance.

Kind regards

[Signature]

ACTING DIRECTOR-GENERAL: EDUCATION AND TRAINING

W10M1835/em
Dear Colleague

I am presently conducting a research on the topic "Teacher participation in school management" with the aim of placing the democratisation of schools on a more scientific footing. In view of the fact that our country is entering a democratic era, the necessity of this research is self evident.

You and your staff can greatly assist in achieving the above objective by taking part in this research. Only you, as principal, and about ten teachers, whom I will select randomly from your staff list, will be required to complete the enclosed research questionnaires. I will collect the completed questionnaires two days after distributing them among your staff members. I will also spend an afternoon at your school in order to answer questions which you and your staff may wish to ask in connection with the questionnaire.

I guarantee the anonymity of all participants and will, therefore, not name any individual or school in any reports pertaining to this research.

Thank you for your cooperation and assistance.

Yours faithfully

M.J MOSOGE