

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. Sampoom. 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 : Sampoom 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
1	<p>Sompoom was asked by the Director of the Office of the Provincial Primary Education (QPPE) 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>	<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 OPPE ...a.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 accepted ...a.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 Commission to
advise him.

4 The chairmen were already appointed. Now it is the time to form the committees. What way is the best way for Sompoom ?

...a. Set lists of the committees himself, then hand it to the chairmen.

...b. Hand lists of the committees 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 appointed and they have meetings regulary. How can Sompoom manage the committees' planning process efficiently ?

...a. Find out an opportunity to sit in on the committee meetings.

...b. Ask the director to advise the committees at the meetings.

...c. Sit in on the meetings 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 problem ...a.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 with ...a.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 annual ...a.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.	<p>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>	<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.
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- 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.
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14. Wipak has an idea to change the school organisational structure and duty responsibilities. Now which way is the best for him to carry out his idea ?

- ...a. Put everyone's responsibility fairly.
- ...b. Appoint a person who has a good relationship with him to be assistant director.
- ...c. Examine in detail the routine work to adjust responsibilities.
- ...d. Arrange all the staff rooms to be convenient for work.

15. Wipak tries to improve his work to be more efficient. What should he do ?

- ...a. Punish the person who makes a mistake under his authority.
- ...b. Encourage everyone to work hard 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 clerks.
who habitually chat. What should he do ?

18 The alumni donated computers ...a. Study about computers with an expert.
to school as Wipak asked, but
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 cause of the problem is the increase of double steps on salaries. The teachers criticize principal for being unfair. What should Chalee do ?

...a. Report to the director all information he has gathered.

...b. Report to the director only on the conclusion and tell him that it's time to get more information from others.

...c. Report that it can't be concluded 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 for Chalee is to get more information to find the conclusion to solve the problem. What is the best way for Chalee to do?

...a. Keep note and information in the file 'Express' and ask his secretary to remind him.

...b. Keep them in the file 'Private' and lay the file down on the 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 report for the members. within next 10 minutes. What should Chalee do by this time ?
- ...b. Check all necessary papers are in order and sequent alternative or not.
- ...c. Go to bathroom and tidy his clothes and shoes properly.
- ...d. Arrange for the urgent work that still remains.
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- 26 When Chalee went to the meeting room, he found that some members were already there. The Head of the District Primary School Officer who will be the chairman today was there and he laid down his file in the middle of the table. What should Chalee do ?
- ...a. Lay down his file any place on table because today is an informal meeting.
- ...b. Lay down his file on the table to the right hand side of the chairman.
- ...c. Lay down the file on the table opposite the chairman's seat.
- ...d. Take a seat at the head of the table to control the meeting and present his paper.
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- 27 During the meeting, one member boasted about his ...a. Keep quiet, because chairman has 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

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| 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:
- ...according to their abilities.
 - ...have the high calibre teachers to teach grades 1-2.
 - ...ask teachers to teach according to their performance.
 - ...have teachers teach according to aptitude and experience.
 - ...arrange a teacher substitute

- 4.1 support the school's instructional activities as follows:
- ...have students make a report.
 - ...arrange a demonstration teaching method.
 - ...arrange a group teaching method.
 - ...use a role play method.
 - ...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).

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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 mantencas 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)

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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 flexible teaching supervision schedules in schools.
- ...arrange for observation trips to other schools.
- ...Others (if any, please specify)
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-
- ...have test analysis to improve the school's test papers.
- ...use rank devices such as honesty.
- ...use devcies to measure practicality of the test.
- ...Others (if any, please specify)
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11.1 I manage to improve school instruction as follows:

- ...call a monthly meeting to discuss academic work.
- ...arrange one academic workshop every semester.
- ...use an evaluation result as a for remedial teaching.
- ...use and evaluation result for improving 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).

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Questions Regarding Personnels

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

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

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

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

...have a handbook describing
work activities

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

...have a meeting outlining work
directions.

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

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

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

...have a clear and well-defined

...support staff morale and work

delegation of responsibility. 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 atmosphere.

...record the minutes of the meeting.

...Others (if any, please specify)

...Others (if any, please specify)

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17.1 I acknowledge and praise school personnel as follows:

18.1 I arrange the school fringe benefits program for personnel as follows:

- | | |
|--|---|
| ...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 cri-
teria 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 and 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 disciplines 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 unreasonable student absenteeism.

...assign specific school personnel to watch students.

...send school memo asking for cooperation 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:

- ...have counselling personnel directly responsible for the program.
- ...have a complete and systematic student life.
- ...have student information and placement services.
- ...have a follow-up service for

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

- ...projects that have specific work guidelines.
- ...assign certain personnel responsible for each project.
- ...have realistic implementation of the projects.
- ...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 basic.

...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 accountabilty of
school budget and finance.

...monitor a disbursement and
expendation 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 resposibilitiy
and duties for the finance

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

Questions Regarding Facilities

<p>39. I provide access to school building and facilities as follows :</p> <p>...allow full use of the buildings.</p> <p>...allow access school building after official time.</p> <p>...permit the public and outside community to use all facilities.</p> <p>...have the record of the use of school building.</p> <p>...Others (if any, please specify)</p>	<p>40. I allot school areas for use as follows :</p> <p>...provide an area for a playground.</p> <p>...have an appropriate area for an athletic field.</p> <p>...allow students and the public to use the school fields outside of official times.</p> <p>...provide an area for workshops and agricultural extensions etc.</p> <p>...Others (if any, please specify)</p>
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<p>41. I arrange the following for safety measure for school</p>	<p>42. I manage school building maintenance as follows :</p>
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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 :

- ...provide interior decoration and improvement of classroom.
- ...provide a classroom for group instruction.
- ...arrange for a recreation corner in the classroom.
- ...provide facility and equipment in the classroom.

44. I provide school areas in support of classroom instructions as follows :

- ...provide for beautiful, restful and orderly space.
- ...have an appropriate school plant plan.
- ...have recreational space.
- ...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 :

...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):
.....

46. I manage the school development community as follows :

...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.
- ...lend school equipment as appropriate.
- ...provide school building for public activities.
- ...arrange special educational groups for the public.
- ...keep record of community services.
- ...Others (if any, please specify).
-
- ...distribute public relations information to the public.
- ...have school staff visit parents regularly.
- ...arrange for athletic and recreational activities with the parents.
- ...have school staff and student to important public activities.
- ...Join the community development committee.
- ...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
- ...participate in the community's seasonal activities.
- ...arrange for a school etiquette contest yearly.
- ...arrange performance activities with the community.

50. I served as a leader in community development activities as follows:

- ...participate in the planning for community development.
- ...arrange training services for 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