

BYLAAG A

TOESTEMMINGSBRIEF VAN MNR GRADWELL

**(SUPERINTENDENT-GENERAAL:
DEPARTEMENT VAN ONDERWYS NOORDWES-PROVINSIE)**



education
Lefapha la Thuto
Onderwys Departement
Department of Education
NORTH WEST PROVINCE

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OFFICE OF THE SUPERINTENDENT-GENERAL

Enquiries: Ms M Kereeditse
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07 May 2010

To: Mr C P Van der Vyver
From: Mr E R Gradwell
Acting Superintendent General
Subject: **REQUEST FOR PERMISSION TO CONDUCT A RESEARCH**

Dear Mr Van der Vyver

Your written request for permission to conduct research bears reference.


Following intense engagement and deliberations with relevant stakeholders within the Department, permission is hereby granted with the full understanding that learning and teaching would not be disrupted at all.

In carrying out the said study, both the Department of Education and the Ministry expect adherence to all ethical standards of research in particular data collection most importantly, the Department expect you to share the findings of the research project with the relevant stakeholder and the relevant division.

Dr I. S Molale will be the relevant Executive Manager to work with and may be contacted at 018 397 3111.

Thanking you.

Yours sincerely


MR E R GRADWELL
ACTING SUPERINTENDENT GENERAL

BYLAAG B

TOESTEMMINGSBRIEF VAN MNR SEAKAMELA

**(HOOF OPERASIONELE BEAMPTE:
DEPARTEMENT VAN ONDERWYS NOORDWES-PROVINSIE)**



education

Lefapha la Thuto
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Department of Education
NORTH WEST PROVINCE

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**OFFICE OF THE CHIEF OPERATIONS OFFICER:
BRANCH: DISTRICT AND PROFESSIONAL OPERATIONAL SERVICES**

Enquiries: Ms M.J. Mogotsi

25 February 2010

To: C.P. van der Vyver
Lecturer (SCTE)
North West University: Potchefstroom Campus

From: Mr M.A. Seakamela
Chief Operations Officer
Districts and Professional Operational Services

**SUBJECT: REQUEST FOR PERMISSION TO CONDUCT RESEARCH:
MANAGEMENT STRATEGIES FOR OPTIMISING THE CARING
ROLE OF THE SCHOOL PRINCIPAL**

Please be informed that permission has been granted for you to collect data in Primary Schools in the North West Province. Approval is therefore granted under the following conditions:

- That consultation with the schools/officials identified is done
- That any publication of information pertaining to the department should be done with the permission from the department
- That learning and teaching process is not compromised
- That service delivery is not compromised
- That the department be favoured with the outcomes of the research

Your input in contributing to the betterment of education is appreciated

Regards

Mr M.A. Seakamela
Chief Operations Officer
District and Professional Operational Services

"TOGETHER, DOING MORE, BETTER"

BYLAAG C

VRAELYS AAN SKOOLHOOFDE

(AFRIKAANSE WEERGAWE)

Posbus 19205

Noordbrug

2522

Februarie 2010

Geagte Skoolhoof

Ek is tans besig met my Ph.D studies by die Noordwes-Universiteit, Potchefstroomkampus. My navorsing handel oor die versorgingsrol van die skoolhoof ten opsigte van sy personeel. Die vraelyste verteenwoordig 'n belangrike deel van my navorsing. Magtiging vir die studie is verleen deur die Superintendent Generaal, Noordwes Departement van Onderwys. Die projek is ook goedgekeur deur die etiek komitee van die Noordwes-Universiteit, Etieknommer: NWU-00054-07-S3. U skool is willekeurig aangewys om deel te neem aan die opname. Daarom versoek ek u vriendelik om die vraelys ter ondersteuning te voltooi. Die invul van die vraelys behoort u nie langer as tien minute te neem nie.

Neem asseblief kennis van die volgende voordat u die vraelys voltooi:

- U voltooi die vraelys vrywilliglik.
- U sal geensins benadeel word deur die vraelys te voltooi nie.
- Alle inligting sal as vertoulik bestempel word.
- U identiteit sal nie bekend gemaak word nie en elke respondent en skool sal anoniem hanteer word.
- Indien u die vraelys voltooi, aanvaar ek dat u vrywilliglik deelneem.
- Deur die vraelys te voltooi stem u in om deel te neem aan die navorsing.

U samewerking word hoogs waardeer. U positiewe gesindheid sal bydrae tot die insig en uitbreiding van die professie van onderwys en onderwys bestuurders tot die voordeel van alle belanghebbendes. Ek dank u vir u hulp in die verband..

Die uwe

.....

C.P. van der Vyver

AFDELING A: BIOGRAFIESE INLIGTING

Beantwoord die volgende vrae deur 'n kruisie te trek in die blokkie wat op jou van toepassing is:

1. Ouderdom

30 jaar of jonger	1
31 tot 40 jaar	2
41 tot 50 jaar	3
Ouer as 50 jaar	4

2. Hoogste Kwalifikasie

Onderwys sertifikaat	1
Onderwys diploma	2
Graad	3
Graad en diploma	4
Nagraadse kwalifikasie	5

3. Geslag

Vroulik	1
Manlik	2

4. Huidige posvlak

Posvlak 2	1
Posvlak 3	2
Posvlak 4 en hoër	3

5. Jare ondervinding as skoolhoof

0 – 3 jaar	1
4 jaar en meer	2

6. Rasse groep

Swart	1
Wit	2
Kleurling	3
Indiër	4
Ander(Spesifiseer)	5

7. Meerderheid rasse groep van onderwysers by u skool

Swart	1
Wit	2
Kleurling	3

Indiër	4
Ander(Spesifiseer)	5

8. Hoeveelheid onderwysers op personeel

10 – 20	1
21 en meer	2

AFDELING B: DIE VERSORGINGS FUNKSIE VAN DIE SKOOLHOOF

Die volgende items bevat stellings betreffende u sorgfunksie as skoolhoof. Gebruik die skaal hieronder om die graad van sorg aan te dui wat u as skoolhoof in elke item demonstreer.

Gebruik die volgende skaal:

1 = Tot geen mate 2 = Tot 'n klein mate 3 = Tot 'n mate

4 = Tot 'n groot mate

	Lees elke stelling asof dit begin met: <i>So ver dit die personeel in my skool betref...</i>	Tot geen mate	Tot 'n klein mate	Tot 'n mate	Tot 'n groot mate
1	is ek in staat om my emosies te beheer	1	2	3	4
2	kan ek met hul gevoelens identifiseer	1	2	3	4
3	kan ek simpatie toon met hul omstandighede	1	2	3	4
4	kan ek myself in hul omstandighede voorstel	1	2	3	4
5	is ek gewillig om hul standpunt in te sien	1	2	3	4
6	is ek bewus van hul emosies	1	2	3	4
7	neem ek hul individuele omstandighede in ag	1	2	3	4
8	is ek geïnteresseerd in hul persoonlike lewens	1	2	3	4
9	stel ek belang in hulle as individu	1	2	3	4
10	beskou ek hul idees as belangrik	1	2	3	4
11	tree ek hartlik teenoor hulle op	1	2	3	4
12	toon ek empatie teenoor hulle	1	2	3	4
13	stel ek belang in hul ervarings	1	2	3	4
14	vertrou ek hulle	1	2	3	4
15	respekteer ek hulle	1	2	3	4
16	is ek opreg	1	2	3	4
17	ondersteun ek hulle om hul ideale te bereik	1	2	3	4
18	gee ek erkenning aan hulle	1	2	3	4
19	beskerm ek hulle intrinsieke belange	1	2	3	4
20	sien ek toe dat ander hul professionaliteit respekteer	1	2	3	4
21	is ek eerlik	1	2	3	4
22	is my verhoudings gebaseer op morele/geestelike waardes	1	2	3	4
23	ondersteun ek hulle in die bereiking van hul ideale	1	2	3	4
24	is ek opreg besorg oor hulle as personeel	1	2	3	4
25	aanvaar ek elkeen soos wat hulle is	1	2	3	4
26	tree ek vrolik op	1	2	3	4
27	voorsien ek 'n veilige werksomgewing	1	2	3	4
28	handhaaf ek goeie dissipline in die skool	1	2	3	4
29	sien ek toe dat die skool 'n veiligheidsbeleid het	1	2	3	4

30	sorg ek dat die geboue in stand gehou word	1	2	3	4
31	sien ek toe dat die skoolgronde versorg word	1	2	3	4
32	poog ek om vandalisme in die skool tot die minimum te beperk	1	2	3	4
33	beywer ek my om werksekuriteit te verskaf	1	2	3	4
34	is ek regverdig teenoor almal van hulle	1	2	3	4
35	volg ek billike arbeidspraktyke	1	2	3	4
36	stel ek 'n versorgende skoolklimaat daar	1	2	3	4
37	voorsien ek die nodige fisiese hulpbronne sodat hulle hul werk goed kan doen	1	2	3	4
38	voorsien ek genoegsame opleiding vir gebruik van fisiese hulpbronne en onderrighulpmiddele	1	2	3	4
39	deel ek die verbintenis tot die bereiking van organisasie uitkomst	1	2	3	4
40	ondersteun ek hulle in hulle werk	1	2	3	4
41	neem ek hulle waardes in ag wanneer besluite geneem moet word	1	2	3	4
42	werk ek ter bevordering van die hele skoolgemeenskap	1	2	3	4
43	delegeer ek sekere take na hulle	1	2	3	4
44	bemagtig ek hulle deur deelnemende besluitneming	1	2	3	4
45	toon ek waardering vir hulle as individue	1	2	3	4
46	toon ek waardering vir die werk wat hulle doen as onderwysers	1	2	3	4
47	sien ek toe dat hul regte beskerm word	1	2	3	4
48	bevoordeel ek nie sekere individue tot nadeel van ander nie	1	2	3	4
49	deel ek hulpbronne gelyk	1	2	3	4
50	luister ek aandagtig wanneer hulle praat	1	2	3	4
51	is ek nie selfgesentreerd nie	1	2	3	4
52	kan ek die suksesse van die skool met hulle deel	1	2	3	4
53	is ek toeganklik	1	2	3	4
54	toon ek selfvertroue om ander te kan lei	1	2	3	4
55	is ek 'n goeie motiveerder	1	2	3	4
56	hanteer ek konflik op 'n regverdigte wyse	1	2	3	4
57	is ek bereid om persoonlike opofferinge te maak	1	2	3	4
58	doen ek moeite om hulle te beskerm	1	2	3	4
59	gee ek my samewerking om algemene waardes in die skool te vestig	1	2	3	4
60	toon ek verbintenis ten opsigte van hul welstand	1	2	3	4
61	verbind ek my tot die visie en missie van die skool	1	2	3	4
62	deel ek leierskapsverantwoordelikheid	1	2	3	4
63	ondersteun ek hulle op persoonlike vlak	1	2	3	4
64	waardeer ek hulle as professionele opvoeders	1	2	3	4
65	ondersteun ek hulle om professioneel te ontwikkel	1	2	3	4
66	stel ek 'n positiewe omgewing daar vir verandering	1	2	3	4

BYLAAG D

VRAELYS AAN OPVOEDERS

(AFRIKAANSE WEERGAWE)

Noordbrug

2522

Februarie 2010

Beste Onderwyser

Ek is tans besig met my Ph.D. studies by die Noordwes-Universiteit, Potchefstroomkampus. My navorsing handel oor die versorgingsrol van die skoolhoof ten opsigte van sy personeel. Die vraelyste verteenwoordig 'n belangrike deel van my navorsing. Magtiging vir die studie is verleen deur die Superintendent Generaal, Noordwes Departement van Onderwys. Die projek is ook goedgekeur deur die etiek komitee van die Noordwes-Universiteit, Etieknommer: NWU-00054-07-S3. U skool is willekeurig aangewys om deel te neem aan die opname. Daarom versoek ek u vriendelik om die vraelys ter ondersteuning te voltooi. Die invul van die vraelys behoort u nie langer as tien minute te neem nie.

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Die uwe

.....

Mnr. C.P. van der Vyver

Telefoonnommer: 018 2994587

Sel: 0845052695

AFDELING A: BIOGRAFIESE INLIGTING

Beantwoord die volgende vrae deur 'n kruisie te trek in die blokkie wat op jou van toepassing is:

1. Ouderdom

30 jaar of jonger	1
31 tot 40 jaar	2
41 tot 50 jaar	3
Ouer as 50 jaar	4

2. Hoogste onderwys kwalifikasies

Onderwys sertifikaat	1
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Graad	3
Graad en onderwys diploma	4
Nagraadse onderwys kwalifikasie	5

3. Geslag

Vroulik	1
Manlik	2

4. Huidige posvlak

Posvlak	1
Posvlak	2
Posvlak	3
Posvlak 4 en hoër	4

5. Jare ondervinding in huidige posvlak

0 – 5 jaar	1
6 – 10 jaar	2
11- 15 jaar	3
16 – 20 jaar	4
21 – 25 jaar	5
25-30 jaar	6
30 jaar en meer	7

6. Rasse verteenwoordiging van onderwysers by u skool

Meerderheid Swart	1
Meerderheid Wit	2
Meerderheid Kleurlinge	3
Meerderheid Indiërs	4

Ander(spesifiseer	
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7. Aantal onderwysers by u skool

10 – 20	1
21 of meer	2

8. Geslag van die skoolhoof

Manlik	1
Vroulik	2

9. Ras van die skoolhoof

Swart	1
Wit	2
Kleurling	3
Indiër	4
Ander (Spesifiseer)	

AFDELING B: DIE VERSORGINGS FUNKSIE VAN DIE SKOOLHOOF

Die volgende items bevat stellings wat betrekking het op die sorgfunksie van die skoolhoof. Gebruik die skaal hieronder om die graad van sorg wat u skoolhoof demonstreer te evalueer:

1 = Tot geen mate 2 = Tot 'n klein mate 3 = Tot 'n sekere mate 4 = Tot 'n groot mate

NEEM KENNIS: DIT IS BELANGRIK DAT U ELKE ITEM BEANTWOORD

	Lees elke stelling asof dit begin met: <i>My skoolhoof...</i>	Tot geen mate	Tot 'n klein mate	Tot 'n mate	Tot 'n groot mate
1	kan sy/haar emosies beheer	1	2	3	4
2	kan met my gevoelens/emosies identifiseer	1	2	3	4
3	toon simpatie met my omstandighede	1	2	3	4
4	kan hom/haar in my omstandighede voorstel	1	2	3	4
5	is gewillig om my standpunt in te sien	1	2	3	4
6	is bewus van my gevoelens	1	2	3	4
7	neem my individuele omstandighede in ag	1	2	3	4
8	stel belang in my persoonlike lewe	1	2	3	4
9	toon belangstelling in my as individu	1	2	3	4
10	ag my idees as belangrik	1	2	3	4
11	tree hartlik teenoor my op	1	2	3	4
12	toon empatie teenoor sy personeel	1	2	3	4
13	is geïnteresseerd in my ervarings	1	2	3	4
14	vertrou my	1	2	3	4
15	respekteer my	1	2	3	4
16	is opreg	1	2	3	4
17	ondersteun my om my ideale te bereik	1	2	3	4
18	gee erkenning aan my	1	2	3	4

19	beskerm my intrinsieke belange	1	2	3	4
20	sien toe dat ander my professionaliteit respekteer	1	2	3	4
21	is eerlik	1	2	3	4
22	baseer verhoudinge op morele waardes	1	2	3	4
23	ondersteun my in die bereiking van my ideale	1	2	3	4
24	is opreg besorg oor sy/haar personeel	1	2	3	4
25	aanvaar my soos ek is	1	2	3	4
26	tree vrolik op	1	2	3	4
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29	sorg dat die skool 'n veiligheidsbeleid het	1	2	3	4
30	sorg dat die geboue in stand gehou word	1	2	3	4
31	sorg dat die skoolgronde versorg word	1	2	3	4
32	sorg dat vandalisme beperk word in die skool	1	2	3	4
33	sorg dat ek werksekuriteit ervaar	1	2	3	4
34	is regverdig teenoor my	1	2	3	4
35	volg billike arbeidspraktyke	1	2	3	4
36	stel 'n versorgende skoolklimaat daar	1	2	3	4
37	voorsien die nodige fisiese hulpbronne sodat ek my werk goed kan doen	1	2	3	4
38	voorsien genoegsame opleiding vir gebruik van fisiese hulpbronne en onderrig hulpmiddels	1	2	3	4
39	deel die verbintenis tot die bereiking van organisasie uitkomst	1	2	3	4
40	ondersteun my in my werk	1	2	3	4
41	neem die waardes van die personeel in ag wanneer besluite geneem moet word	1	2	3	4
42	werk ter bevordering van die hele skoolgemeenskap	1	2	3	4
43	delegeer sekere take aan my	1	2	3	4
44	bemagtig my deur deelnemende besluitneming	1	2	3	4
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46	toon waardering vir die werk wat ek doen as onderwyser	1	2	3	4
47	sien toe dat my regte beskerm word	1	2	3	4
48	bevoordeel nie sekere mense tot nadeel van ander nie	1	2	3	4
49	deel hulpbronne gelyk	1	2	3	4
50	luister aandagtig wanneer ek praat	1	2	3	4
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53	is toeganklik vir my	1	2	3	4
54	toon selfvertroue om ander te lei	1	2	3	4
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56	hanteer konflik op 'n regverdigte wyse	1	2	3	4
57	is bereid om persoonlike opofferinge te maak	1	2	3	4
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59	werk saam om algemene waardes in die skool te vestig	1	2	3	4
60	toon verbintenis teenoor my welstand	1	2	3	4
61	verbind hom/haar tot die visie en missie van die skool	1	2	3	4
62	deel die leierskapsverantwoordelikhede met die onderwysers	1	2	3	4
63	ondersteun my op 'n persoonlike vlak	1	2	3	4
64	waardeer my as professionele opvoeder	1	2	3	4
65	ondersteun my om professioneel te ontwikkel	1	2	3	4
66	stel 'n positiewe omgewing daar vir verandering	1	2	3	4

BYLAAG E

VRAELYS AAN SKOOLHOOFDE

(ENGELSE WEERGAWE)

PO Box 19205
Noordbrug
2522
February 2010

Dear Principal

I am currently registered as a PhD student at the North-West University, Potchefstroom campus. My research focuses on the caring role of the school principal with specific reference to the educator. The attached questionnaire will enable me to gather your valuable input on the research topic. Authorisation for this research was given to me by the North West Department of Education. The research project was also approved by the Ethics Committee of the North-West University (Ethics number: NWU-00054-07-S3). Your school was randomly selected as one of the schools in the North-West Province to participate in this survey. I therefore kindly request your assistance in completing this questionnaire. The completion of the questionnaire will take you approximately five to ten minutes.

Before completing the questionnaire, please take note of the following:

- You complete the questionnaire on a voluntary basis.
- There is no harm to you as respondent in completing the questionnaire.
- All information will be treated as confidential.
- Your identity will not be revealed, every respondent and school will remain anonymous.
- If you complete this questionnaire we accept that your participation in this research is voluntary.
- By completing the questionnaire you agree to participate in this research.

Your co-operation is highly valued and appreciated. Your positive attitude will contribute positively towards our profession as educators and education managers. Thank you very much for your participation in this regard.

Kind regards



.....
Mr C.P. van der Vyver

Telephone number: 018 2994587

Cell: 0845052695

SECTION A: BIOGRAPHICAL INFORMATION

Please answer the following questions by making a cross in the square that applies to you:

- | | | | | | | | | | | | | |
|----------------------------|---|---|-----------------------|---|-------------------|---|-------------------------|---|---------------------|---|----------------------------|---|
| 1. | Age | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">30 years or younger</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">31 to 40 years</td><td style="text-align: center; padding: 2px;">2</td></tr> <tr><td style="padding: 2px;">41 to 50 years</td><td style="text-align: center; padding: 2px;">3</td></tr> <tr><td style="padding: 2px;">Older than 50 years</td><td style="text-align: center; padding: 2px;">4</td></tr> </table> | 30 years or younger | 1 | 31 to 40 years | 2 | 41 to 50 years | 3 | Older than 50 years | 4 | | |
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| 31 to 40 years | 2 | | | | | | | | | | | |
| 41 to 50 years | 3 | | | | | | | | | | | |
| Older than 50 years | 4 | | | | | | | | | | | |
| 2. | Highest qualifications | <table style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Teachers' certificate</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">Teachers' diploma</td><td style="text-align: center; padding: 2px;">2</td></tr> <tr><td style="padding: 2px;">Degree</td><td style="text-align: center; padding: 2px;">3</td></tr> <tr><td style="padding: 2px;">Degree and diploma</td><td style="text-align: center; padding: 2px;">4</td></tr> <tr><td style="padding: 2px;">Postgraduate qualification</td><td style="text-align: center; padding: 2px;">5</td></tr> </table> | Teachers' certificate | 1 | Teachers' diploma | 2 | Degree | 3 | Degree and diploma | 4 | Postgraduate qualification | 5 |
| Teachers' certificate | 1 | | | | | | | | | | | |
| Teachers' diploma | 2 | | | | | | | | | | | |
| Degree | 3 | | | | | | | | | | | |
| Degree and diploma | 4 | | | | | | | | | | | |
| Postgraduate qualification | 5 | | | | | | | | | | | |
| 3. | Gender | <table style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Female</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">Male</td><td style="text-align: center; padding: 2px;">2</td></tr> </table> | Female | 1 | Male | 2 | | | | | | |
| Female | 1 | | | | | | | | | | | |
| Male | 2 | | | | | | | | | | | |
| 4. | Current post level | <table style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Post level 2</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">Post level 3</td><td style="text-align: center; padding: 2px;">2</td></tr> <tr><td style="padding: 2px;">Post level 4 and higher</td><td style="text-align: center; padding: 2px;">3</td></tr> </table> | Post level 2 | 1 | Post level 3 | 2 | Post level 4 and higher | 3 | | | | |
| Post level 2 | 1 | | | | | | | | | | | |
| Post level 3 | 2 | | | | | | | | | | | |
| Post level 4 and higher | 3 | | | | | | | | | | | |
| 5. | Years experience as principal | <table style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">0 – 3 years</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">4 years and more</td><td style="text-align: center; padding: 2px;">2</td></tr> </table> | 0 – 3 years | 1 | 4 years and more | 2 | | | | | | |
| 0 – 3 years | 1 | | | | | | | | | | | |
| 4 years and more | 2 | | | | | | | | | | | |
| 6. | Race group | <table style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Black</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">White</td><td style="text-align: center; padding: 2px;">2</td></tr> <tr><td style="padding: 2px;">Brown</td><td style="text-align: center; padding: 2px;">3</td></tr> <tr><td style="padding: 2px;">Indian</td><td style="text-align: center; padding: 2px;">4</td></tr> <tr><td style="padding: 2px;">Other (Specify)</td><td style="text-align: center; padding: 2px;">5</td></tr> </table> | Black | 1 | White | 2 | Brown | 3 | Indian | 4 | Other (Specify) | 5 |
| Black | 1 | | | | | | | | | | | |
| White | 2 | | | | | | | | | | | |
| Brown | 3 | | | | | | | | | | | |
| Indian | 4 | | | | | | | | | | | |
| Other (Specify) | 5 | | | | | | | | | | | |
| 7. | Majority race group of educators at your school | <table style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">Black</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">White</td><td style="text-align: center; padding: 2px;">2</td></tr> <tr><td style="padding: 2px;">Brown</td><td style="text-align: center; padding: 2px;">3</td></tr> <tr><td style="padding: 2px;">Indian</td><td style="text-align: center; padding: 2px;">4</td></tr> <tr><td style="padding: 2px;">Other (Specify)</td><td style="text-align: center; padding: 2px;">5</td></tr> </table> | Black | 1 | White | 2 | Brown | 3 | Indian | 4 | Other (Specify) | 5 |
| Black | 1 | | | | | | | | | | | |
| White | 2 | | | | | | | | | | | |
| Brown | 3 | | | | | | | | | | | |
| Indian | 4 | | | | | | | | | | | |
| Other (Specify) | 5 | | | | | | | | | | | |
| 8. | Number of educators at your school | <table style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">10 – 20</td><td style="text-align: center; padding: 2px;">1</td></tr> <tr><td style="padding: 2px;">21 and more</td><td style="text-align: center; padding: 2px;">2</td></tr> </table> | 10 – 20 | 1 | 21 and more | 2 | | | | | | |
| 10 – 20 | 1 | | | | | | | | | | | |
| 21 and more | 2 | | | | | | | | | | | |

SECTION B: THE CARE FUNCTION OF THE PRINCIPAL

Instructions

The following items consist of statements regarding your care function as principal. For each item, use the scale below to evaluate the degree of care that you as a principal demonstrate.

1 = Not at all 2 = To a small extent 3 = To some extent 4 = To a large extent

Please answer each item

	Read each statement as if it commences with: <i>As far as the psychological welfare of the educators in my school are concerned,</i>	Not at all	Small extent	Some extent	Large extent
1	I am able to control my emotions	1	2	3	4
2	I understand their feelings	1	2	3	4
3	I demonstrate sympathy with their circumstances	1	2	3	4
4	I can imagine myself in their situation	1	2	3	4
5	I can understand their point(s) of view	1	2	3	4
6	I am conscious of their feelings	1	2	3	4
7	I take their individual circumstances into consideration	1	2	3	4
8	I am interested in their personal lives	1	2	3	4
9	I am interested in them as human beings	1	2	3	4
10	I consider their ideas to be important	1	2	3	4
11	I treat them with warmth	1	2	3	4
12	I have empathy with them as staff	1	2	3	4
13	I am interested in their experiences	1	2	3	4
14	I trust them	1	2	3	4
15	I respect them	1	2	3	4
16	I am sincere towards them	1	2	3	4
17	I support them so that they can achieve their ideals	1	2	3	4
18	I give recognition to them	1	2	3	4
19	I protect their self interests	1	2	3	4
20	I see to it that other people treat them as professionals	1	2	3	4
21	I am honest with them	1	2	3	4
22	my relationships with them are based on moral values	1	2	3	4
23	I support them in the achievement of their ideals	1	2	3	4
24	I care for them as staff members	1	2	3	4
25	I accept each one of them as he/she is	1	2	3	4
26	I behave in a cheerful manner towards them	1	2	3	4

Please turn over

	Read each statement as if it commences with: <i>As far as the working environment of the educators in my school are concerned,</i>	Not at all	Small extent	Some	Large extent
27	I see to it that they work in a safe work environment	1	2	3	4
28	I see to it that they work in a school where healthy discipline is maintained	1	2	3	4
29	I see to it that there is a school safety policy	1	2	3	4
30	I see to it that they work in a school where the school buildings are kept in a good condition	1	2	3	4
31	I see to it that the school grounds are well kept	1	2	3	4
32	I see to it that vandalism at the school are limited	1	2	3	4
33	I see to it that they experience job security	1	2	3	4
34	I am reasonable towards all of them	1	2	3	4
35	I exercise fair labour practices according to legislation	1	2	3	4
36	I create a caring school climate	1	2	3	4
37	I see to it that the necessary physical resources are available so that they can do their work well	1	2	3	4
38	I provide training opportunities for them regarding the use of physical resources	1	2	3	4
39	I share the commitment towards achieving organisational outcomes	1	2	3	4
40	I support them in their work	1	2	3	4
41	I consider their values when decisions have to be made	1	2	3	4
42	I work towards the benefit of the whole school community	1	2	3	4
	Read each statement as if it commences with: <i>As far as managing the educators in my school are concerned,</i>	Not at all	Small extent	Some	Large extent
43	I delegate certain tasks to them	1	2	3	4
44	I empower them through participative decision making	1	2	3	4
45	I express appreciation towards them as individuals	1	2	3	4
46	I express appreciation for the work that they do as educators	1	2	3	4
47	I see to it that their rights are protected.	1	2	3	4
48	I do not favour some educators at the expense of others	1	2	3	4
49	I allocate resources equally	1	2	3	4
50	I listen attentively to them when we talk	1	2	3	4
51	I am not self-centred in my approach towards them	1	2	3	4
52	I share the successes of the school with them	1	2	3	4
53	I am accessible	1	2	3	4
54	I demonstrate self-confidence as a leader	1	2	3	4
55	I am a good motivator	1	2	3	4
56	I know how to resolve conflict in a reasonable manner	1	2	3	4
57	I am prepared to make personal sacrifices	1	2	3	4
58	I make an effort to defend them	1	2	3	4
59	I am committed to promote collective values in the school	1	2	3	4
60	I demonstrate a commitment towards their well-being	1	2	3	4
61	I commit myself to the vision and mission of the school	1	2	3	4
62	I share leadership responsibilities with them	1	2	3	4
63	I support them personally	1	2	3	4
64	I appreciate their value as professionals	1	2	3	4
65	I support them in developing professionally as an educator	1	2	3	4
66	I create a positive environment for change in the school	1	2	3	4

BYLAAG F

VRAELYS AAN OPVOEDERS

(ENGELSE WEERGAWE)

PO Box 19205
Noordbrug
2522
February 2010

Dear Educator

I am currently registered as a PhD student at the North-West University, Potchefstroom campus. My research focuses on the caring role of the school principal with specific reference to the educator. The attached questionnaire will enable me to gather your valuable input on the research topic. Authorisation for this research was given to me by the North West Department of Education. The research project was also approved by the Ethics Committee of the North-West University (Ethics number: NWU-00054-07-S3). Your school was randomly selected as one of the schools in the North-West Province to participate in this survey. I therefore kindly request your assistance in completing this questionnaire. The completion of the questionnaire will take you approximately five to ten minutes.

Before completing the questionnaire, please take note of the following:

- You complete the questionnaire on a voluntary basis.
- There is no harm to you as respondent in completing the questionnaire.
- All information will be treated as confidential.
- Your identity will not be revealed, every respondent and school will remain anonymous.
- If you complete this questionnaire we accept that your participation in this research is voluntary.
- By completing the questionnaire you agree to participate in this research.

Your co-operation is highly valued and appreciated. Your positive attitude will contribute positively towards our profession as educators and education managers. Thank you very much for your participation in this regard.

Kind regards



.....
Mr C.P. van der Vyver

Telephone number: 018 2994587
Cell: 0845052695

SECTION A: BIOGRAPHICAL INFORMATION

Please answer the following items by making a cross in the square which applies to you:

- | | | | | | | | | | | | | | | | | |
|-------------------------------------|---|--|-----------------------|---|------------------|---|----------------|---|-----------------------------|---|-------------------------------------|---|-------------|---|------------------|---|
| 1. | Age | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>30 years or younger</td><td style="text-align: center;">1</td></tr> <tr><td>31 to 40 years</td><td style="text-align: center;">2</td></tr> <tr><td>41 to 50 years</td><td style="text-align: center;">3</td></tr> <tr><td>Older than 50 years</td><td style="text-align: center;">4</td></tr> </table> | 30 years or younger | 1 | 31 to 40 years | 2 | 41 to 50 years | 3 | Older than 50 years | 4 | | | | | | |
| 30 years or younger | 1 | | | | | | | | | | | | | | | |
| 31 to 40 years | 2 | | | | | | | | | | | | | | | |
| 41 to 50 years | 3 | | | | | | | | | | | | | | | |
| Older than 50 years | 4 | | | | | | | | | | | | | | | |
| 2. | Highest teaching qualifications | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Teachers' certificate</td><td style="text-align: center;">1</td></tr> <tr><td>Teachers diploma</td><td style="text-align: center;">2</td></tr> <tr><td>Degree</td><td style="text-align: center;">3</td></tr> <tr><td>Degree and teachers diploma</td><td style="text-align: center;">4</td></tr> <tr><td>Postgraduate teaching qualification</td><td style="text-align: center;">5</td></tr> </table> | Teachers' certificate | 1 | Teachers diploma | 2 | Degree | 3 | Degree and teachers diploma | 4 | Postgraduate teaching qualification | 5 | | | | |
| Teachers' certificate | 1 | | | | | | | | | | | | | | | |
| Teachers diploma | 2 | | | | | | | | | | | | | | | |
| Degree | 3 | | | | | | | | | | | | | | | |
| Degree and teachers diploma | 4 | | | | | | | | | | | | | | | |
| Postgraduate teaching qualification | 5 | | | | | | | | | | | | | | | |
| 3. | Gender | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Female</td><td style="text-align: center;">1</td></tr> <tr><td>Male</td><td style="text-align: center;">2</td></tr> </table> | Female | 1 | Male | 2 | | | | | | | | | | |
| Female | 1 | | | | | | | | | | | | | | | |
| Male | 2 | | | | | | | | | | | | | | | |
| 4. | Current post level | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Post level</td><td style="text-align: center;">1</td></tr> <tr><td>Post level</td><td style="text-align: center;">2</td></tr> <tr><td>Post level</td><td style="text-align: center;">3</td></tr> <tr><td>Post level 4 and higher</td><td style="text-align: center;">4</td></tr> </table> | Post level | 1 | Post level | 2 | Post level | 3 | Post level 4 and higher | 4 | | | | | | |
| Post level | 1 | | | | | | | | | | | | | | | |
| Post level | 2 | | | | | | | | | | | | | | | |
| Post level | 3 | | | | | | | | | | | | | | | |
| Post level 4 and higher | 4 | | | | | | | | | | | | | | | |
| 5. | Years teaching experience | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>0 – 5 years</td><td style="text-align: center;">1</td></tr> <tr><td>6 – 10 years</td><td style="text-align: center;">2</td></tr> <tr><td>11- 15 years</td><td style="text-align: center;">3</td></tr> <tr><td>16 – 20 years</td><td style="text-align: center;">4</td></tr> <tr><td>21 – 25 years</td><td style="text-align: center;">5</td></tr> <tr><td>25-30 years</td><td style="text-align: center;">6</td></tr> <tr><td>30 years or more</td><td style="text-align: center;">7</td></tr> </table> | 0 – 5 years | 1 | 6 – 10 years | 2 | 11- 15 years | 3 | 16 – 20 years | 4 | 21 – 25 years | 5 | 25-30 years | 6 | 30 years or more | 7 |
| 0 – 5 years | 1 | | | | | | | | | | | | | | | |
| 6 – 10 years | 2 | | | | | | | | | | | | | | | |
| 11- 15 years | 3 | | | | | | | | | | | | | | | |
| 16 – 20 years | 4 | | | | | | | | | | | | | | | |
| 21 – 25 years | 5 | | | | | | | | | | | | | | | |
| 25-30 years | 6 | | | | | | | | | | | | | | | |
| 30 years or more | 7 | | | | | | | | | | | | | | | |
| 6. | Race representation of educators at your school | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Mostly Black</td><td style="text-align: center;">1</td></tr> <tr><td>Mostly White</td><td style="text-align: center;">2</td></tr> <tr><td>Mostly Brown</td><td style="text-align: center;">3</td></tr> <tr><td>Mostly Indian</td><td style="text-align: center;">4</td></tr> <tr><td>Other (specify)</td><td style="text-align: center;">5</td></tr> </table> | Mostly Black | 1 | Mostly White | 2 | Mostly Brown | 3 | Mostly Indian | 4 | Other (specify) | 5 | | | | |
| Mostly Black | 1 | | | | | | | | | | | | | | | |
| Mostly White | 2 | | | | | | | | | | | | | | | |
| Mostly Brown | 3 | | | | | | | | | | | | | | | |
| Mostly Indian | 4 | | | | | | | | | | | | | | | |
| Other (specify) | 5 | | | | | | | | | | | | | | | |
| 7. | Number of educators at your school | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>10 – 20</td><td style="text-align: center;">1</td></tr> <tr><td>21 or more</td><td style="text-align: center;">2</td></tr> </table> | 10 – 20 | 1 | 21 or more | 2 | | | | | | | | | | |
| 10 – 20 | 1 | | | | | | | | | | | | | | | |
| 21 or more | 2 | | | | | | | | | | | | | | | |
| 8. | Gender of school principal | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Male</td><td style="text-align: center;">1</td></tr> <tr><td>Female</td><td style="text-align: center;">2</td></tr> </table> | Male | 1 | Female | 2 | | | | | | | | | | |
| Male | 1 | | | | | | | | | | | | | | | |
| Female | 2 | | | | | | | | | | | | | | | |
| 9. | Race of school principal | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Black</td><td style="text-align: center;">1</td></tr> <tr><td>White</td><td style="text-align: center;">2</td></tr> <tr><td>Brown</td><td style="text-align: center;">3</td></tr> <tr><td>Indian</td><td style="text-align: center;">4</td></tr> <tr><td>Other (Specify)</td><td style="text-align: center;">5</td></tr> </table> | Black | 1 | White | 2 | Brown | 3 | Indian | 4 | Other (Specify) | 5 | | | | |
| Black | 1 | | | | | | | | | | | | | | | |
| White | 2 | | | | | | | | | | | | | | | |
| Brown | 3 | | | | | | | | | | | | | | | |
| Indian | 4 | | | | | | | | | | | | | | | |
| Other (Specify) | 5 | | | | | | | | | | | | | | | |

SECTION B: THE CARE FUNCTION OF THE PRINCIPAL

The following items consist of statements pertaining to the care function of the school principal. Use the scale below to evaluate the degree of care demonstrated by your school principal:

1 = Not at all 2 = To a small extent 3 = To some extent 4 = To a large extent

PLEASE NOTE: IT IS IMPORTANT THAT YOU ANSWER EVERY ITEM

	Read each statement as if it commences with: <i>As far as my psychological welfare are concerned, my school principal.....</i>	Not at all	Small extent	Some extent	Large extent
1	can control his/her emotions	1	2	3	4
2	understands my feelings	1	2	3	4
3	demonstrates sympathy with my circumstances	1	2	3	4
4	can imagine him/her in my situation	1	2	3	4
5	can understand my point of view	1	2	3	4
6	is conscious of my feelings	1	2	3	4
7	takes my individual circumstances into consideration	1	2	3	4
8	takes an interest in my personal life	1	2	3	4
9	shows interest in me as human being	1	2	3	4
10	sees my ideas as important	1	2	3	4
11	treats me with warmth	1	2	3	4
12	shows empathy towards us as staff	1	2	3	4
13	is interested in my experiences	1	2	3	4
14	trusts me	1	2	3	4
15	respects me	1	2	3	4
16	is sincere	1	2	3	4
17	supports me to achieve my ideal(s)	1	2	3	4
18	gives me recognition	1	2	3	4
19	protects my self interest	1	2	3	4
20	sees to it that other people treats me as a professional	1	2	3	4
21	is honest	1	2	3	4
22	relationship with me is based on moral values	1	2	3	4
23	supports me in the achievement of my ideals	1	2	3	4
24	truly cares for his/her staff	1	2	3	4
25	accepts me as I am	1	2	3	4
26	behave in a cheerful manner towards me	1	2	3	4

Please turn over

	Read each statement as if it commences with: As far as my working environment in the school are concerned, my principal.	Not at all	Small extent	Some extent	Large extent
27	sees to it that I work in a safe environment	1	2	3	4
28	sees to it that healthy discipline is maintained	1	2	3	4
29	sees to it that there is a school safety policy	1	2	3	4
30	sees to it that school buildings are kept in good condition	1	2	3	4
31	sees to it that school grounds are well kept	1	2	3	4
32	sees to it that vandalism at school is limited	1	2	3	4
33	sees to it that I experience job security	1	2	3	4
34	is reasonable towards me	1	2	3	4
35	exercises fair labour practices according to legislation	1	2	3	4
36	creates a caring school climate	1	2	3	4
37	sees to it that the necessary physical resources are available so that I can do my work well	1	2	3	4
38	provides adequate training opportunities for me regarding the use of physical resources	1	2	3	4
39	shares the commitment towards achieving organisational outcomes	1	2	3	4
40	supports me in my work	1	2	3	4
41	considers my values when decisions have to be made	1	2	3	4
42	work towards the benefit of the whole school community	1	2	3	4
	Read each statement as if it commences with: As far as management aspects in our school are concerned, my principal.	Not at all	Small extent	Some extent	Large extent
43	delegates certain tasks to me	1	2	3	4
44	empowers me through participative decision-making	1	2	3	4
45	expresses appreciation towards me as individual	1	2	3	4
46	demonstrates appreciation for the work I do as educator	1	2	3	4
47	sees to it that my rights are protected	1	2	3	4
48	does not favour specific educators at the expense of others	1	2	3	4
49	allocate resources equally	1	2	3	4
50	listens attentively when I talk	1	2	3	4
51	is not self-centred	1	2	3	4
52	can share the successes of the school with the educators	1	2	3	4
53	is accessible to me	1	2	3	4
54	demonstrates self-confidence to lead us	1	2	3	4
55	is a good motivator	1	2	3	4
56	deals with conflict in a reasonable manner	1	2	3	4
57	is prepared to make personal sacrifices for educators	1	2	3	4
58	makes an effort to defend me	1	2	3	4
59	is committed to promote collective values in the school	1	2	3	4
60	demonstrates commitment towards my well-being	1	2	3	4
61	commits him/herself to the vision and mission of the school	1	2	3	4
62	shares leadership responsibilities with us	1	2	3	4
63	supports me personally	1	2	3	4
64	appreciate my value as a professional	1	2	3	4
65	supports me in developing professionally as an educator	1	2	3	4
66	creates a positive environment for change in the school	1	2	3	4

BYLAAG G

SELFEVALUERINGSVRAELYS VIR SKOOLHOOFDE

(AFRIKAANSE WEERGAWE)

Evalueringinstrument vir die sorgfunksie van die skoolhoof

Word vir ingevul vir selfevaluering deur die skoolhoof

Die volgende items bevat stellings betreffende u sorgfunksie as skoolhoof. Gebruik die skaal hieronder om die graad van sorg aan te dui wat u as skoolhoof in elke item demonstreer.

Gebruik die volgende skaal:

1 = Tot geen mate 2 = Tot 'n klein mate 3 = Tot 'n mate

4 = Tot 'n groot mate

	Lees elke stelling asof dit begin met: <i>So ver dit die personeel in my skool betref...</i>	Tot geen mate	Tot 'n klein mate	Tot 'n mate	Tot 'n groot mate
1	is ek in staat om my emosies te beheer	1	2	3	4
2	kan ek met hul gevoelens identifiseer	1	2	3	4
3	kan ek simpatie toon met hul omstandighede	1	2	3	4
4	kan ek myself in hul omstandighede voorstel	1	2	3	4
5	is ek gewillig om hul standpunt in te sien	1	2	3	4
6	is ek bewus van hul emosies	1	2	3	4
7	neem ek hul individuele omstandighede in ag	1	2	3	4
8	is ek geïnteresseerd in hul persoonlike lewens	1	2	3	4
9	stel ek belang in hulle as individu	1	2	3	4
10	beskou ek hul idees as belangrik	1	2	3	4
11	tree ek hartlik teenoor hulle op	1	2	3	4
12	toon ek empatie teenoor hulle	1	2	3	4
13	stel ek belang in hul ervarings	1	2	3	4
14	vertrou ek hulle	1	2	3	4
15	respekteer ek hulle	1	2	3	4
16	is ek opreg	1	2	3	4
17	ondersteun ek hulle om hul ideale te bereik	1	2	3	4
18	gee ek erkenning aan hulle	1	2	3	4
19	beskerm ek hulle intrinsieke belange	1	2	3	4
20	sien ek toe dat ander hul professionaliteit respekteer	1	2	3	4
21	is ek eerlik	1	2	3	4
22	is my verhoudings gebaseer op morele/geestelike waardes	1	2	3	4
23	is ek opreg besorg oor hulle as personeel	1	2	3	4
24	aanvaar ek elkeen soos wat hulle is	1	2	3	4
25	tree ek vrolik op	1	2	3	4
26	voorsien ek 'n veilige werksomgewing	1	2	3	4
27	handhaaf ek goeie dissipline in die skool	1	2	3	4
28	sien ek toe dat die skool 'n veiligheidsbeleid het	1	2	3	4

29	sorg ek dat die geboue in stand gehou word	1	2	3	4
30	sien ek toe dat die skoolgronde versorg word	1	2	3	4
31	poog ek om vandalisme in die skool tot die minimum te beperk	1	2	3	4
32	beywer ek my om werksekuriteit te verskaf	1	2	3	4
33	volg ek billike arbeidspraktyke	1	2	3	4

	Lees elke stelling asof dit begin met: <i>So ver as wat dit die onderwysers in my skool betref....</i>	Tot geen mate	Tot 'n klein mate	Tot 'n mate	Tot 'n groot mate
34	voorsien ek die nodige fisiese hulpbronne sodat hulle hul werk goed kan doen	1	2	3	4
35	voorsien ek genoegsame opleiding vir gebruik van fisiese hulpbronne en onderrighulpmiddele	1	2	3	4
36	deel ek die verbintenis tot die bereiking van organisasie uitkomst	1	2	3	4
37	ondersteun ek hulle in hulle werk	1	2	3	4
38	neem ek hulle waardes in ag wanneer besluite geneem moet word	1	2	3	4
39	werk ek ter bevordering van die hele skoolgemeenskap	1	2	3	4
40	delegeer ek sekere take na hulle	1	2	3	4
41	bemagtig ek hulle deur deelnemende besluitneming	1	2	3	4
42	toon ek waardering vir die werk wat hulle doen as onderwysers	1	2	3	4
43	sien ek toe dat hul regte beskerm word	1	2	3	4
44	bevoordeel ek nie sekere individue tot nadeel van ander nie	1	2	3	4
45	deel ek hulpbronne gelyk	1	2	3	4
46	luister ek aandagtig wanneer hulle praat	1	2	3	4
47	is ek nie selfgesentreerd nie	1	2	3	4
48	kan ek die suksesse van die skool met hulle deel	1	2	3	4
49	is ek toeganklik	1	2	3	4
50	toon ek selfvertroue om ander te kan lei	1	2	3	4
51	hanteer ek konflik op 'n regverdige wyse	1	2	3	4
52	is ek bereid om persoonlike opofferinge te maak	1	2	3	4
53	doen ek moeite om hulle te beskerm	1	2	3	4
54	gee ek my samewerking om algemene waardes in die skool te vestig	1	2	3	4
55	verbind ek my tot die visie en missie van die skool	1	2	3	4
56	deel ek leierskapsverantwoordelikheid	1	2	3	4
57	ondersteun ek hulle op persoonlike vlak	1	2	3	4
58	ondersteun ek hulle om professioneel te ontwikkel	1	2	3	4
59	stel ek 'n positiewe omgewing daar vir verandering	1	2	3	4

EVALUERINGSVRAELYES VIR INVUL

DEUR OPVOEDERS

(AFRIKAANSE WEERGAWE)

EVALUERINGSINSTRUMENT VIR DIE SORGFUNKSIE VAN DIE SKOOLHOOF

Word ingevul deur opvoeders

Die volgende items bevat stellings wat betrekking het op die sorgfunksie van die skoolhoof. Gebruik die skaal hieronder om die graad van sorg wat u skoolhoof demonstreeer te evalueer:

1 = Tot geen mate 2 = Tot 'n klein mate 3 = Tot 'n mate 4 = Tot 'n groot mate

NEEM KENNIS: DIT IS BELANGRIK DAT U ELKE ITEM BEANTWOORD

	Lees elke stelling asof dit begin met: <i>My skoolhoof...</i>	Tot geen mate	Tot 'n klein mate	Tot 'n mate	Tot 'n groot mate
1	kan sy/haar emosies beheer	1	2	3	4
2	kan met my gevoelens/emosies identifiseer	1	2	3	4
3	toon simpatie met my omstandighede	1	2	3	4
4	kan hom/haar in my omstandighede voorstel	1	2	3	4
5	is gewillig om my standpunt in te sien	1	2	3	4
6	is bewus van my gevoelens	1	2	3	4
7	neem my individuele omstandighede in ag	1	2	3	4
8	stel belang in my persoonlike lewe	1	2	3	4
9	toon belangstelling in my as individu	1	2	3	4
10	ag my idees as belangrik	1	2	3	4
11	tree hartlik teenoor my op	1	2	3	4
12	toon empatie teenoor sy personeel	1	2	3	4
13	is geïnteresseerd in my ervarings	1	2	3	4
14	vertrou my	1	2	3	4
15	respekteer my	1	2	3	4
16	is opreg	1	2	3	4
17	ondersteun my om my ideale te bereik	1	2	3	4
18	gee erkenning aan my	1	2	3	4
19	beskerm my intrinsieke belange	1	2	3	4
20	sien toe dat ander my professionaliteit respekteer	1	2	3	4
21	is eerlik	1	2	3	4
22	baseer verhoudings op morele waardes	1	2	3	4
23	is opreg besorg oor sy/haar personeel	1	2	3	4
24	aanvaar my soos ek is	1	2	3	4
25	tree vrolik op	1	2	3	4
26	voorsien 'n veilige werksomgewing	1	2	3	4
27	handhaaf goeie dissipline in die skool	1	2	3	4
28	sorg dat die skool 'n veiligheidsbeleid het	1	2	3	4
29	sorg dat die geboue in stand gehou word	1	2	3	4

	Lees elke stelling asof dit begin met: <i>My skoolhoof...</i>	Tot geen mate	Tot 'n klein mate	Tot 'n mate	Tot 'n groot mate
30	sorg dat die skoolgronde versorg word	1	2	3	4
31	sorg dat vandalisme beperk word in die skool	1	2	3	4
32	sorg dat ek werk sekuriteit ervaar	1	2	3	4
33	volg billike arbeidspraktyke	1	2	3	4
34	voorsien die nodige fisiese hulpbronne sodat ek my werk goed kan doen	1	2	3	4
35	voorsien genoegsame opleiding vir geruik van fisiese hulpbronne en onderrig hulpmiddels	1	2	3	4
36	deel die verbintenis tot die bereiking van organisasie uitkomst	1	2	3	4
37	ondersteun my in my werk	1	2	3	4
38	neem die waardes van die personeel in ag wanneer besluite geneem moet word	1	2	3	4
39	werk ter bevordering van die hele skoolgemeenskap	1	2	3	4
40	delegeer sekere take aan my	1	2	3	4
41	bemagtig my deur deelnemende besluitneming	1	2	3	4
42	toon waardering vir die werk wat ek doen as onderwyser	1	2	3	4
43	sien toe dat my regte beskerm word	1	2	3	4
44	bevoordeel nie sekere mense tot nadeel van ander nie	1	2	3	4
45	deel hulpbronne gelyk	1	2	3	4
46	luister aandagtig wanneer ek praat	1	2	3	4
47	is nie selfgesentreer nie	1	2	3	4
48	kan die suksesse van die skool met die personeel deel	1	2	3	4
49	is toeganklik vir my	1	2	3	4
50	toon selfvertroue om ander te lei	1	2	3	4
51	hanteer konflik op 'n regverdige wyse	1	2	3	4
52	is bereid om persoonlike opofferinge te maak	1	2	3	4
53	wend daadwerklike pogings aan om my te beskerm	1	2	3	4
54	werk saam om algemene waardes in die skool te vestig	1	2	3	4
55	verbind hom/haar tot die visie en missie van die skool	1	2	3	4
56	deel die leierskapsverantwoordelikhede met die onderwysers	1	2	3	4
57	ondersteun my op 'n persoonlike vlak	1	2	3	4
58	ondersteun my om professioneel te ontwikkel	1	2	3	4
59	stel 'n positiewe omgewing daar vir verandering	1	2	3	4

BYLAAG I

SELFEVALUERINGSVRAELYS VIR SKOOLHOOFDE
(ENGELSE WEERGAWE)

EVALUATION INSTRUMENT FOR THE CARING ROLE OF THE SCHOOL PRINCIPAL

To be filled in by principals for self evaluation

The following items consist of statements regarding your care function as principal. For each item, use the scale below to evaluate the degree of care that you as a principal demonstrate.

1 = Not at all 2 = To a small extent 3 = To some extent 4 = To a large extent

Please answer each item

	Read each statement as if it commences with: <i>As far as the psychological welfare of the educators in my school are concerned,</i>	Not at all	Small extent	Some extent	Large extent
1	I am able to control my emotions	1	2	3	4
2	I understand their feelings	1	2	3	4
3	I demonstrate sympathy with their circumstances	1	2	3	4
4	I can imagine myself in their situation	1	2	3	4
5	I can understand their point(s) of view	1	2	3	4
6	I am conscious of their feelings	1	2	3	4
7	I take their individual circumstances into consideration	1	2	3	4
8	I am interested in their personal lives	1	2	3	4
9	I am interested in them as human beings	1	2	3	4
10	I consider their ideas to be important	1	2	3	4
11	I treat them with warmth	1	2	3	4
12	I have empathy with them as staff	1	2	3	4
13	I am interested in their experiences	1	2	3	4
14	I trust them	1	2	3	4
15	I respect them	1	2	3	4
16	I am sincere towards them	1	2	3	4
17	I support them so that they can achieve their ideals	1	2	3	4
18	I give recognition to them	1	2	3	4
19	I protect their self interests	1	2	3	4
20	I see to it that other people treat them as professionals	1	2	3	4
21	I am honest with them	1	2	3	4
22	my relationships with them are based on moral values	1	2	3	4
23	I care for them as staff members	1	2	3	4
24	I accept each one of them as he/she is	1	2	3	4
25	I behave in a cheerful manner towards them	1	2	3	4

Please turn over

	Read each statement as if it commences with: <i>As far as the working environment of the educators in my school are concerned,</i>	Not at all	Small extent	Some extent	Large extent
26	I see to it that they work in a safe work environment	1	2	3	4
27	I see to it that they work in a school where healthy discipline is maintained	1	2	3	4
28	I see to it that there is a school safety policy	1	2	3	4
29	I see to it that they work in a school where the school buildings are kept in a good condition	1	2	3	4
30	I see to it that the school grounds are well kept	1	2	3	4
31	I see to it that vandalism at the school are limited	1	2	3	4
32	I see to it that they experience job security	1	2	3	4
33	I exercise fair labour practices according to legislation	1	2	3	4
34	I see to it that the necessary physical resources are available so that they can do their work well	1	2	3	4
35	I provide training opportunities for them regarding the use of physical resources	1	2	3	4
36	I share the commitment towards achieving organisational outcomes	1	2	3	4
37	I support them in their work	1	2	3	4
38	I consider their values when decisions have to be made	1	2	3	4
39	I work towards the benefit of the whole school community	1	2	3	4
	Read each statement as if it commences with: <i>As far as managing the educators in my school are concerned,</i>	Not at all	Small extent	Some extent	Large extent
40	I delegate certain tasks to them	1	2	3	4
41	I empower them through participative decision making	1	2	3	4
42	I express appreciation for the work that they do as educators	1	2	3	4
43	I see to it that their rights are protected.	1	2	3	4
44	I do not favour some educators at the expense of others	1	2	3	4
45	I allocate resources equally	1	2	3	4
46	I listen attentively to them when we talk	1	2	3	4
47	I am not self-centred in my approach towards them	1	2	3	4
48	I share the successes of the school with them	1	2	3	4
49	I am accessible	1	2	3	4
50	I demonstrate self-confidence as a leader	1	2	3	4
51	I know how to resolve conflict in a reasonable manner	1	2	3	4
52	I am prepared to make personal sacrifices	1	2	3	4
53	I make an effort to defend them	1	2	3	4
54	I am committed to promote collective values in the school	1	2	3	4
55	I commit myself to the vision and mission of the school	1	2	3	4
56	I share leadership responsibilities with them	1	2	3	4
57	I support them personally	1	2	3	4
58	I support them in developing professionally as an educator	1	2	3	4
59	I create a positive environment for change in the school	1	2	3	4

EVLUERINGSVRAELYS VIR INVUL DEUR

OPVOEDERS

(ENGELSE WEERGAWE)

EVALUATION INSTRUMENT FOR THE CARING ROLE OF THE SCHOOL PRINCIPAL

To be filled in by educators

The following items consist of statements pertaining to the care function of the school principal. Use the scale below to evaluate the degree of care demonstrated by your school principal:

1 = Not at all 2 = To a small extent 3 = To some extent 4 = To a large extent

PLEASE NOTE: IT IS IMPORTANT THAT YOU ANSWER EVERY ITEM

Read each statement as if it commences with: <i>As far as my psychological welfare are concerned, my school principal.....</i>		Not at all	Small extent	Some extent	Large extent
1	can control his/her emotions	1	2	3	4
2	understands my feelings	1	2	3	4
3	demonstrates sympathy with my circumstances	1	2	3	4
4	can imagine him/her in my situation	1	2	3	4
5	can understand my point of view	1	2	3	4
6	is conscious of my feelings	1	2	3	4
7	takes my individual circumstances into consideration	1	2	3	4
8	takes an interest in my personal life	1	2	3	4
9	shows interest in me as human being	1	2	3	4
10	sees my ideas as important	1	2	3	4
11	treats me with warmth	1	2	3	4
12	shows empathy towards us as staff	1	2	3	4
13	is interested in my experiences	1	2	3	4
14	trusts me	1	2	3	4
15	respects me	1	2	3	4
16	is sincere	1	2	3	4
17	supports me to achieve my ideal(s)	1	2	3	4
18	gives me recognition	1	2	3	4
19	protects my self interest	1	2	3	4
20	sees to it that other people treats me as a professional	1	2	3	4
21	is honest	1	2	3	4
22	relationship with me is based on moral values	1	2	3	4
23	truly cares for his/her staff	1	2	3	4
24	accepts me as I am	1	2	3	4
25	behave in a cheerful manner towards me	1	2	3	4

Please turn over

	Read each statement as if it commences with: <i>As far as my working environment in the school are concerned, my principal.</i>	Not at all	Small extent	Some extent	Large extent
26	sees to it that I work in a safe environment	1	2	3	4
27	sees to it that healthy discipline is maintained	1	2	3	4
28	sees to it that there is a school safety policy	1	2	3	4
29	sees to it that school buildings are kept in good condition	1	2	3	4
30	sees to it that school grounds are well kept	1	2	3	4
31	sees to it that vandalism at school is limited	1	2	3	4
32	sees to it that I experience job security	1	2	3	4
33	exercises fair labour practices according to legislation	1	2	3	4
34	sees to it that the necessary physical resources are available so that I can do my work well	1	2	3	4
35	provides adequate training opportunities for me regarding the use of physical resources	1	2	3	4
36	shares the commitment towards achieving organisational outcomes	1	2	3	4
37	supports me in my work	1	2	3	4
38	considers my values when decisions have to be made	1	2	3	4
39	work towards the benefit of the whole school community	1	2	3	4
	Read each statement as if it commences with: <i>As far as management aspects in our school are concerned, my principal.</i>	Not at all	Small extent	Some extent	Large extent
40	delegates certain tasks to me	1	2	3	4
41	empowers me through participative decision-making	1	2	3	4
42	demonstrates appreciation for the work I do as educator	1	2	3	4
43	sees to it that my rights are protected	1	2	3	4
44	does not favour specific educators at the expense of others	1	2	3	4
45	allocate resources equally	1	2	3	4
46	listens attentively when I talk	1	2	3	4
47	is not self-centred	1	2	3	4
48	can share the successes of the school with the educators	1	2	3	4
49	is accessible to me	1	2	3	4
50	demonstrates self-confidence to lead us	1	2	3	4
51	deals with conflict in a reasonable manner	1	2	3	4
52	is prepared to make personal sacrifices for educators	1	2	3	4
53	makes an effort to defend me	1	2	3	4
54	is committed to promote collective values in the school	1	2	3	4
55	commits him/herself to the vision and mission of the school	1	2	3	4
56	shares leadership responsibilities with us	1	2	3	4
57	supports me personally	1	2	3	4
58	supports me in developing professionally as an educator	1	2	3	4
59	creates a positive environment for change in the school	1	2	3	4

BYLAAG K

BRIEF VAN ME L BOSHOFF

**(STATISTIESE KONSULTASIEDIENS NOORDWES-UNIVERSITEIT
POTCHEFSTROOMKAMPUS)**



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Vir wie dit mag aangaan

20 Oktober 2010

Re: Proefskrif C. P. Van der Vyver, studentenommer 13267876

Hiermee word bevestig dat Statistiese Konsultasiediens die data verwerk het en ook betrokke was by die interpretasie van die resultate.

Vriendelike groete

L. Boshoff
Vakkundige Statistiese Konsultasiediens

BRIEF VAN ME C VAN DER WALT
(TAALVERSORGER)



4 Oktober 2010

Hiermee verklaar ek, me Cecilia van der Walt, dat ek die taalversorging van die proefskrif van mnr CP van der Vyver, getitel *Bestuurstrategieë vir die Optimalisering van die Sorgfunksie van die Skoolhoof*, behartig het.

ME CECILIA VAN DER WALT

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5 November 2010.

TEGNIесе VERSORGING VAN BIBLIOGRAFIE: PhD proefskrif.

Hiermee verklaar ek dat ek die bibliografie van die PhD manuskrip van Mnr. CP van der Vyver tegnies versorg het.


AGS Coetzee