

***SUGGESTED BASIC INTERVIEW
QUESTIONS
FOR SCHOOL BASED PROMOTION
POSTS***



DEPARTMENT OF EDUCATION

PROJECT OF KWAZULU NATAL DEPT OF EDUCATION KWA DUKUZA PRIMARY SCHOOL
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KWAZULU-NATAL

1. LEADERSHIP: ADMINISTRATIVE, MANAGEMENT AND RELATED EXPERIENCE

- 1.1 Briefly refer to some of the positions of leadership you have held and indicate how they have equipped you for the post for which you have applied.
- 1.2 What are the most important leadership skills you think a Deputy Principal/Principal should have?
- 1.3 What positions of control and administration have you held and suggest how they equipped you for this post?
- 1.4 What goals would you set for this school and how would you go about achieving them?
- 1.5 How would you involve all role players in decision-making e.g. Care of school equipment and buildings, dress code, extra curricular activities?
- 1.6 What steps would you take to improve educator morale at your school?
- 1.7 This school is poor and under resourced. What ideas have you to improve the situation, should you be appointed to the post?
- 1.8 What is the role of the SGB in the life of the school?
- 1.9 Given the cut-backs in education, what ideas/plans do you have to keep a poorly resourced school operational?

2. ORGANISATIONAL ABILITY AND EXPERIENCE

- 2.1 Outline briefly why you chose to apply for this post considering the new challenges facing Senior Management in schools today?
- 2.2 Give details of how you planned and organized some professional activity/event over the past two years and the role you played in ensuring its success?
- 2.3 Taking into account your organizational experiences how would you handle the problem of lack of basic material resources in your school?
- 2.4 What are some of the important factors in determining the educator establishment of a school and how would you identify an excess educator?
- 2.5 What steps would you take to improve the level of commitment of educators at your school and develop a dedicated staff?
- 2.6 What do you understand by delegation and what are some of the important principles for effective delegation?
- 2.7 What part does the Principal play in promoting and developing good school governance?

2.8 There are many ways in which schools can raise funds. What are some of the important considerations for successful fund-raising by schools?

2.9 How would you plan and develop a budget for your school?

3. PROFESSIONAL DEVELOPMENT, EDUCATIONAL EXPERIENCE AND INSIGHT

3.1 Do you perceive a problem in respect of the culture of teaching and learning in our schools? If so, what methods would you employ at this school to turn it around/ improve it, should you be appointed to the post?

3.2 Outline in general terms what you see as the main challenges facing Principal/D. Principals these days in respect of encouraging an ethic of teaching and learning?

3.3 What are some important measures and strategies you would utilize to promote the professional development of your staff?

3.4 How would you go about inducting new educators in your school?

3.5 What are your thoughts on the professional conduct of educators?

3.6 What steps would you take to improve the Senior Certificate Examination results in a school that has performed badly the previous year?

3.7 What mechanisms would you consider essential to address the culture of learner indiscipline in our schools?

3.8 Comment on some recent development in education focusing particularly on those having an influence on your function as a Principal.

3.9 What do you understand school development to be?

3.10 Briefly describe your level of competency for the post for which you have applied and the steps you are taking to improve your competency.

4. LEADERSHIP: COMMUNITY RELATED

4.1 How would you proceed in arriving at decision on a thorny school issue? E.g. School fees, purchase of books or admission of learners.

4.2 What initiatives would you take to build capacity in parents to use their new powers under the SASA effectively?

4.3 To what extent, and how would you involve all role players in decision-making in the community?

- 4.4 How important is community involvement for a school Principal/D. Principal? Does your own community involvement meet the standards you have identified? Discuss.
- 4.5 Why in your opinion, is parental involvement an important consideration in staff selection and promotions?
- 4.6 In terms of the SASA how would you involve parents as stakeholders to play a more meaningful role in the education of their children?
- 4.7 What are the most important leadership skills a Principal/D. Principal should have with regard to interacting with the community?
- 4.8 Indicate some of the important positions of leadership you have held in the community and explain how this experience would help you in this post?

5. PERSONALITY AND HUMAN RELATIONS

- 5.1 *What would you regard as your single most important personal attribute and indicate how this attribute will help you to function effectively in the post for which you have applied?*
- 5.2 *Recall a person in education who has had a positive influence on your career. Explain briefly how and why this person influences your career?*
- 5.3 *How would you go about developing a vibrant culture of teaching and learning in your school?*
- 5.4 *Describe briefly, your involvement in a case requiring your guidance and pastoral support to a colleague and how that experience could enable you to function effectively in your new post?*
- 5.5 *Reflect on some of your experiences that have considerably enhanced your professional integrity.*

GOOD LUCK



The committee will structure the interview around the following criteria:

A LEADERSHIP: ADMINISTRATIVE, MANAGEMENT AND RELATED EXPERIENCE

Focus on

➤ **Leadership roles:**

- (a) **Motivator**
- (b) **Counselor**
- (c) **Evaluator**
- (d) **Innovator**
- (e) **Manager**

- **ability to lead. Motivate and work with others**
- **ability to work as a team**
- **Ability to perform under pressure**

➤ **Levels of management in position of leadership**

- **Accountability**
- **Responsibility**
- **Executive functions**

- **Determining the needs**
- **Setting goals: in terms of vision and mission.**
- **Budgeting: determining. Review control.**
- **Scheduling and strategic planning: year plan, prioritizing.**
- **Appraisal and evaluation: critical and challenging in a positive manner**
- **Grievance and conflict Resolution- mediation negation**
- **Decision-making:**

- **Situational. Comparative analysis**
- **Brainstorming**
- **Collaborative/participative**
- **Democratic**
- **Understands social, economic, political factors and policy impacting on the education**

Possible answers

- ✓ *I have to motivate educators to focus on organisational change and goals.*
- ✓ *As a manager I'm responsible for the overall management of the department.*
- ✓ *Since we work as a family I have to provide counselling to educators and learners who may be suffering from trauma.*
- ✓ *With new challenges in education one of key duties is to look at existing policies and strategies and evaluate them and well as work for all educators.*
- ✓ *I have to be innovative to ascertain that the department is abreast with new challenges and that all policies are implemented.*
- ✓ *I always have to account to the Principal on every move that we make.*

- ✓ *I'm directly involved in taking executive decisions for the benefit of the department as a whole.*
- ✓ *I, on continuous basis, have to determine needs for the department and set realistic goals in terms of the mission and the vision of the school working closely with all stakeholders.*
- ✓ *I've set up office systems and now have accessible filing system and all circulars are notated.*
- ✓ *I deal with budgeting, using the pragmatic approach, review and rectification thereof and its overall variance. I monitor expenditure and ascertain that it is in line with PFMA. This helps us to finalise systematic planning, quantifying objectives and identifying priorities.*
- ✓ *As Senior Member of SMT I work with the Principal in strategic planning and scheduling annual duties and have to advise the SMT on matters that must be prioritised in every ensuing year.*
- ✓ *Have formulated, amended, and aligned various policies of the institution.*
- ✓ *I deal with grievances conflict resolution at work sometimes arising out of roles ambiguity.*
- ✓ *I'm involved in executive decision making processes at the school and advise Principal on matters of governance.*
- ✓ *Using democratic approach and coercive persuasion where necessary I influence people to put more effort on school work.*
- ✓ *My approach on matters is informed by socio-economic conditions of my subordinates and all school population.*
- ✓ *As an administrator I control registers, and monitor admissions.*

I employ people-orientated approach and involve all educators in achieving goals and assignments for the department. This has assisted in building relevant organisational culture which is highly responsive.

B. PERSONALITY AND HUMAN RELATIONS

Focus on

- **Interpersonal relationship (congeniality, recognition)**
- **Attitude towards others stakeholders (appreciation, recognition, empowerment)**
- **Interest in the welfare of others (pastoral care)**
- **Personality impact (self confidence, positive/negative attitude, pleasant/unpleasant disposition, vibrancy/introverted)**

C. ORGANISATION ABILITY AND EXPERIENCE

Focus on

- **Capacity to plan. Forecast. Organize. Co-ordinate. Implement and review.**
- **Effective delegation and control.**
- **Ability to manage human material resources in period of transformation.**
- **Involvement of stake-holder in organization development**

Possible answers

- ✓ *There are various activities/projects/events that I have coordinated and managed successfully in the past and at present.*
- ✓ *They include organising work shops and seminars as well as mass based meetings.*
- ✓ *Successful organisation needs proper planning, involvement of all stake holders.*
- ✓ *I ascertained that*

D. PROFESSIONAL DEVELOPMENT/ EDUCATIONAL EXPERIENCE AND INSIGHT

Focus on

- **Self and others. Including relevant qualifications.**
- **Involvement in workshops/seminars: facilitator. Presenter. Participant.**
- **Breadth of relevant experience: institutional, Regional and Provincial.**
- **Level of understanding of current education issues/practices, labour relations and education legislation.**
- **Mentoring: pupils peers, community**

Possible answers

- ✓ *I'm currently doing..... at UNISA*
- ✓ *I've attended a variety of workshops organised by the Department and Uni. KZN e.g. HIV/AIDS or managers, EEA of 1998, EEA of 2000, IQMS, EAP, PATO PELE, RCL, White Paper on education, SASA as amended and alternatives to corporal punishment..*
- ✓ *I've work shopped colleagues on all these DMG initiatives.*
- ✓ *I attended EEA workshop, my understanding of labour law has assisted me to enhance sound work ethics based on good human relations and reinforced educators positively.*
- ✓ *I'll have to develop departmental and subject policies on assessment and interaction with learners and parents.*
- ✓ *Works shopped educators on HIV/AIDS and have set up support group for learners and educators.*
- ✓ *I've facilitated various work shops on behalf of ILembe District as a nominee for Lower Tugela Circuit.*
- ✓ *As HOD I've to ascertain compliance with all departmental policies and legislation.*
- ✓ *I receive interpret, where necessary and cascade information to all educators timeously. This has helped my educators to be technically competent and confident psychologically.*
- ✓ *I mentor all novice educator and allocate duties to them.*
- ✓ *I've successfully led a committee formulating school finance policy and code of conduct learners.*

E. LEADERSHIP: COMMUNITY RELATED

Focus on

- **Democratic/transformational leadership.**
 - **Position of leadership**
 - **Eg. Secretary/chairman/official**
 - **Facilitator/ co-coordinator for empowerment and managing change**
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- ✓ *As the Chairman of labour organisation I lead and represent about 600 educators of two wards. I've successfully resolved a numbers of disputes arising from poor work standards and misunderstanding with SMTs.*
 - ✓ *I represent my union at Circuit, District and Regional level on all educational matters.*
 - ✓ *I represent my union at Circuit, District and Regional level on all educational matters.*
 - ✓ *My breath of experience assisted me to solve a volatile labour related matter of a neighbouring school, working with the SEMs and Circuit manager.*
 - ✓ *As the Chairperson of Sundumbili Clinic I work closely with the population of greater eNdongakusuka municipality of health matters, this exposure will place this institution in a position to access the local newly built clinic on health matters.*
 - ✓ *I'm also the Chairperson of Isandlwana Technical High School, a multi-racial institution where I preside over meetings and take executive decisions of school Governance. Liaise with parents and education department on school governance matters.*
 - ✓ *I also sit in the school's IC and chiefly responsible for staff recruitment, fundraising, learner discipline and overall school safety.*
 - ✓ *I invited Home Affairs to assist learners and community members with birth certificates and IDs*
 - ✓

VERIFICATION

Should the CV not provide sufficient clarity or should it be found necessary to verify some of the information in the CV committee could contact the referees or other sources for the necessary validation