

## School/kindergarten evaluation by the director

This assessment is limited to the day care center staff and the building where the research has been done. The evaluation is based on the situation in January-March 2015. Because accurate calculations for the background information can take a long time, you should divide the evaluation over two days: the first day describe the background information and the second day evaluate the activities. There are many ways to direct and manage a school well. This evaluation is not only on the axis of positive-negative. The aim is to see the relationship between director's choices and everyday activities. Reply with care. Individual leaders' answers are not considered separately, rather, the material is considered as a whole. Managers receive feedback from the results of the investigation.

### Background

1. Municipality/City: \_\_\_\_\_
2. The name of the school/kindergarten: \_\_\_\_\_
3. The amount of staff:: Kindergarten teachers: \_\_\_\_Nurses: \_\_\_\_ Others (specify): \_\_\_\_\_  
\_\_\_\_\_
4. The amount of schools/kindergartens you direct: \_\_\_\_\_
5. The amount of children in the research school/kindergarten: \_\_\_\_\_
6. The total cost of the unit in the last year (2014):\_\_\_\_\_ euro
7. The amount of children with immigration background (at least one parent is an immigrant): \_\_\_\_\_
8. The amount of children in need of special educational needs: \_\_\_\_\_
9. Employee absence due to sickness (in days) during January-March 2015:\_\_\_\_\_
10. The percentage of children absent in average during January-March 2015:\_\_\_\_\_
11. The percentage of children absent in the school/kindergarten during January-March 2015:\_\_\_\_\_
12. The day care center floorspace:\_\_\_\_\_m<sup>2</sup>
13. If there is a specific focus in your school/kindergarten (e.g. Montessori, art, physical activity), what is it?  
\_\_\_\_\_
14. How old are you? \_\_\_\_\_
15. Gender: \_\_\_\_\_
16. What is your own educational background? \_\_\_\_\_
17. How long have you yourself been as an educator in a group of children? \_\_\_\_\_ years
18. How long have you been as a director in a school/kindergarten/preschool? \_\_\_\_\_ years
19. How long have you been a director in this school/kindergarten? \_\_\_\_\_ years
20. Do you have a supervisor training? \_\_\_\_\_ If so, what kind of? \_\_\_\_\_

## The evaluation of the activity and leadership

Activity description	Does not describe 1	2	3	4	5	6	Describes very well
Every staff member has been involved in planning the school curriculum							
The staff is thoroughly dedicated in the making of the school curriculum							
The staff is able to describe and justify the basic task of the work							
The employees share a common vision							
The flow of information and communication operate excellently in our workplace							
The school curriculum is central in the execution of the shared vision							
The kindergarten's action plan is a key factor in executing the shared vision							
The values behind the work principles show in the executed activities. The day care activities are clearly based on values.							
The educational goals and plans show in the activities							
New employees are introduced to house practices							
The induction of the new employees works well							
Parents are kept well aware of the school curriculum							
The educational partnership with parents is supported strongly							
The pedagogic work in the school is excellent							
My pedagogical leadership is excellent							
Director's tasks are delegated to the staff. Decision-making powers are delegated to the staff.							
Management of the day-care center is joint responsibility							
Deputy director's job description is clear and functional.							
Each employee has their own area of responsibility							
We adhere to the principle of "everyone does everything"							
The personnel division of labor is based on their training							
The personnel division of labor is based on their own interests							
The personnel division of labor is based on their personal expertise							
The personnel division of labor is based on their work shifts							
The division of labor of the staff is clear							
The working hours are strictly based on the unbiased execution of collective agreement							
Working time arrangements are flexible according to the needs of staff							
Working time arrangements are based on the implementation of good quality education							
The substitutes' division of labor issues is considered from the substitutes point of view							
The substitutes division of labor is defined in advance							

The induction of the substitutes is dedicated and valid							
The substitute organization is stressful							
Staff recruitment has been successful.							
Children's day-care placement takes a lot of time							
In my opinion, the placement of children in the day care is pedagogical leadership							
All employees receive the same amount of time and resources from the director							
The staff responsible for the education gets the most of the time and resources of the director							
Personnel problems and their special needs take up most of my time and resources							
The conflicts of the personnel take up a lot time and resources							
The workplace well-being is good							
The working community well-being takes a lot of time and resources							
The activities are evaluated in a versatile way in the school							
Assessment is an essential foundation for the development of activities							
The school activities are documented in a versatile way							
Documentation is an essential factor in the development of the activities							
As a director, I am perfectly aware of what happens in the groups							
As a director, I take care that the staff has time to plan their daily work							
I instigate new development processes by introducing new challenges regularly							
I challenge and question the staff ways of working actively							
The staff develop their work with enthusiasm and in a versatile way							
The IT skills of the staff are activated and updated for planning and administration							
The IT skills of the staff are activated and updated for the planning of the pedagogy							
As a director, I am first and foremost a listener							
As a director, I am first and foremost an educational developer							
As a director, I am, above all, the work community developer							
As a director, I am first and foremost responsible of the family services							
As a director, I am above all, an example for the staff							
As a director, I concentrate a lot on the administrative tasks							
As a director, I concentrate a lot on economic tasks							
As a director, I concentrate on the professional development of the staff							
The development discussions with the staff is a good way to develop the activities							
The development discussions are essential channels of influence for the staff							
The staff is strongly committed to their work							

I take care of the school safety continuously and in a versatile way							
The school security is in order							
The staff is committed to the development of outdoor activities							
The staff is committed to the development of the physical learning environment							
The staff is committed to the development of new projects with the children							
The staff takes account of the wide range of the different learning needs and habits of the children							
The most important thing in the school is a harmonious, natural and relaxed atmosphere							
The most important things are designed and goal-oriented educational activities to enhance learning							
The most important things are the group and children's creative processes, even if the results are unknown							
The school has recently been disturbed by confusion, frustration and chaos							
Cooperation with other schools is rewarding							
Networking with third parties has been rewarding and fruitful							
Networking takes a lot of my work time							
Recently, my work has been very difficult							
Recently, my own work has been very instructive							
Recently, my work has been very busy							
Recently, my work has been very effective							
Recently, my work has been in a dead end							
Recently, my work has been in routine							
Recently, I have experienced success in my work							
Recently, I've needed plenty of assertive leadership and used my influence							
I get enough support from my own director							

From whom do you get best support in your director work? What is the support like?

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What kind of support would you need?

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What aspects of your work as a director was not brought up in this survey?

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Thank you for your answers.