

International Training

**School Management for Technical and Vocational Education and
Training (TVET) Institutions in Indonesia, Laos and Vietnam**

**I N T E R V I E W G U I D E L I N E
T O T H E E F F E C T A N A L Y S I S O F T H E P R O G R A M**

General data

Date		Location	
TVET institution			

Interviewee's data

Name		Year of birth	
Position			

Academic education (if there are more than three institutions enter the most important only)

Institution	Degree	Year

Working experiences (if there are more than three institutions enter those with the longest period of stay)

Institution	Position	Year

Tasks of the current position

Means frequent tasks as well as well as one-time tasks

Management experiences

Means. practical experiences from own management positions as well as theoretical experiences from trainings, study or self-study

1. About your TVET institution

	Yes	No
1.1. Is there a Vision Mission Statement at your institution?		
1.2. Are regularly management meetings taking place in your institutions?		
1.3. Is a tutorial system for new colleagues established at your institution?		
1.4. Is a particular department in charge for HR development?		
1.5. Is a general HR development strategy known and applied at your institution?		
1.6. Is a quality management system implemented at your institution?		
1.7. Is your teaching performance evaluated? ¹		
1.8. Do you have a quality vision at your institution?		
1.9. Is your institution certified according to ISO or other QMS?		
1.10. Do you know the percentage rate of students finding a job directly after graduation?		
1.11. Do you receive sponsored equipment from industry/ business sector for your training?		

	Very much	Much	Less	Not at all
1.12. To what extend you feel motivated by your Vision Mission Statement? ¹				
1.13. To what extend you feel motivated by your superior? ¹				
1.14. To what extend the middle management level is involved in decisions that affect the entire institution?				
1.15. To what extend you cooperate with external partner from industry/ business sector?				
1.16. To what extend the training programs of your institution are linked with the demands of the industry/ business sector?				
1.17. To what extend the management supports cooperation and networking activities?				

	regular	seldom	random	none
1.18. How regularly management meetings take place?				
1.19. How regularly do you get feedback from your superior? ¹				
1.20. How often you are requested to attend further training measures?				
1.21. How regularly performance appraisals are applied at your institution?				
1.22. How regularly do you have meetings with company representatives?				

¹ Don't apply this question if interviewing a principal or vice principal!

2. About the training program

Important note: Apply this section to former participants of the training program *Management for TVET institutions only!*

- 2.1. Have you followed up the training by yourself?
If yes, please explain briefly. Yes No

E.g. the interviewee reviews the materials, reads articles about (school) management, researches information independently, adapts information to his/ her specific situation

- 2.2. Have you shared your knowledge and experiences with others? If yes, please explain briefly. Yes No

- 2.3. Have you reported to your superior about the training?
If yes, what is his/ her feedback? Yes No

- 2.4. Do you discuss, e.g. with colleagues, school management issues or strategies you learned in the program? If yes, please illustrate in examples. Yes No

- 2.5. Have you advised or implemented new approaches in school management in your institutions?
Did your advice lead to practical consequences? If relevant, please illustrate them! Yes No

- 2.6. Would you recommend the course to others?
If yes, please explain to whom you would give your recommendation and for what reason! Yes No

Capacity building in school management

2.7. How do you assess the importance of the following subjects to the further development of your institution?

	-2	-1	+1	+2
School management				
Organization development				
HR management and development				
Project management				
Quality management				
Cooperation and networking				

-2 not important at all, -1 less important, +1 important, +2 very important

2.8. How do you assess the importance of the following subjects to your work?

	-2	-1	+1	+2
School management				
Organization development				
HR management and development				
Project management				
Quality management				
Cooperation and networking				

-2 not important at all, -1 less important, +1 important, +2 very important

2.9. What training aspects are most applicable to your present job? Please give some brief examples!

E.g. knowledge, competencies, experiences, templates, hints etc.

2.10. What would you change in terms of school management in your institution? Please explain briefly.

3. Project management

- 3.1. Does your institution receive funds from external partners (e.g. ADB, GIZ, World Bank, NGOs or other GOs)?
If yes, who is in charge of the biddings? Yes No

- 3.2. Do your projects include the phases of planning, implementation, evaluation and dissemination?
If yes, please illustrate an example. Yes No

- 3.3. Do you implement projects with external partners from industry/ business sector or other educational providers?
If yes, please describe an example briefly. Also tell how projects are monitored. Yes No

- 3.4. Does your institution regularly participate in bidding processes for external funds? If yes, who is in charge of the bid development? Yes No

- 3.5. How do you apply project management at your daily work?

3.6. How does the training contribute to any project management activities at your institution?

3.7. Where do you see further demand on development/ improvement in regard of project management?

3.8. Do you think the training can support at this development/ improvement process?

- If **yes**, please explain briefly how.
- If **no**, please explain briefly the reasons and what support would be needed.

3.9. Where do you see difficulties at the application of the training content to the situation at your institution? Please explain possible reasons briefly.

4. Quality management at the institution

4.1. What is your contribution to the quality management?

4.2. How does the training contribute to the quality management?

4.3. Where do you see further demand on development/ improvement in regard of quality management?

4.4. Do you think the training can support at this development/ improvement process?

- If **yes**, please explain briefly how.
- If **no**, please explain briefly the reasons and what support would be needed.

4.5. Where do you see difficulties at the application of the training content to the situation at your institution? Please explain possible reasons briefly.

5. HR management and development at the institution

5.1. What is your contribution to HR management and development?

5.2. How does the training contribute to HR management and development?

5.3. Where do you see further demand on development/ improvement in regard of HR management and development?

5.4. Do you think the training can support at this development/ improvement process?

- If **yes**, please explain briefly how.
- If **no**, please explain briefly the reasons and what support would be needed.

5.5. Where do you see difficulties at the application of the training content to the situation at your institution? Please explain possible reasons briefly.

6. Cooperation and networking with industry/ business sector

6.1. What is your contribution to the cooperation and networking with industry?

6.2. How does the training contribute to the cooperation and networking with industry?

6.3. Where do you see further demand on development/ improvement in regard of cooperation and networking with industry?

6.4. Do you think the training can support at this development/ improvement process?

- If **yes**, please explain briefly how.
- If **no**, please explain briefly the reasons and what support would be needed.

6.5. Where do you see difficulties at the application of the training content to the situation at your institution? Please explain possible reasons briefly.

7. General considerations

How do you assess your institution in regard of the successful application of modern school management methods?

poor

satisfying

good

excellent

Please illustrate your assessment by brief examples.

Do you have further remarks regarding any other school management matters that haven't been touched in this interview?

8. Final remarks by the interviewer

If applicable please make some comments about characteristics of the interview.

E.g. the atmosphere of the interview, the attitude of the interviewee during the interview, your impression about the answers, your impression about the TVET institution etc.

E.g. the superior or another person insisted to join the interview etc.

Interviewer's name	
Signature	