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**THANK YOU VERY MUCH THE SGB OF BRONKHORSTSPRUIT
FOR THIS INTERVIEW**

The first question is so simple.

1. What do you regard as the main school management requirements for running a successful school in the disadvantaged environment?

According to we, the SGB, the management of the school has to follow the basic methods of management, namely SMT of the school they must have proper planning. They must be well organised and then they must also be able to control the school. So those are the main important factors which determine a well organised managed school.

Do you have any leadership style to use in order to run or to govern a school?

As the SGB of the school we believe in an open door policy. Where now, every member of the school has got the right to lodge complaints if they have any. Learners, as long as they follow the proper procedures for instance, learners if they have problems, they have to voice their say through the teacher liaison officer, who is then having the right to come to lodge the complaint of learners to us. So also teachers have got representatives in the SGB who are there to serve if they have any problem in their school. So we are open to any person who is having a problem in the school.

You as SGB, do you develop staff?

Yes. On our budget we have a separate amount of money which is meant for teachers who go and attend workshops so that they can be able to develop themselves. As you know, things change. So each and every teacher has to be developed. So that money, which is set aside, every teacher who has to go to the workshop is free to go there and the SGB is willing to pay for that particular team.

Does student behaviour have any impact on the success of your school?

Yes. The school has changed, we are going through a lot of changes. As you may know, we had low percentages. So that is from 18 percent and we improve that up to 80 percent. So all our learners have changed their attitude towards their schooling and were also helped by one of, I mean the Department of Education which introduced the system or we call it EAZ's. Those EAZ's helped a lot changing the discipline of learners. As you know also the government has issued, the department has issued a circular pertaining to things like locking gates. So our school, from long time ago, that is three years back, has been locking gates for learners, so our learners are very much disciplined. Only a few individuals which the SGB is able to deal with.

Do you plan, or control the management of the school?

No. We do not control as I said because that is the duty of the principal and his school management team. They have all the knowledge of how to run a school. We are there as the SGB to support them, in running the school and not to control their daily run of the school.

Time wasted never again. How do you manage your time?

Time. Say for learners.

Yes, or even how, when you want to do something, you must have to manage time because there is the time runs. You will be late in everything. Automatically you won't be successful. Now, you as SGB, do you manage events on the school?

Yes. We have a problem for meetings for the SGB and we hold meetings regularly. If ever there is any urgent matter to attend to, we just simply call a meeting and then for how we do things. We set a problem for the year. Say for may be there is a project which we have to do for the year, we make sure that within a certain period of time that particular project is being done, according to time frames which have been set by the SGB.

2. All right. How do you keep your staff and students motivated as an SGB. Because without motivation you will not achieve anything.

For the staff, we keep them motivated especially for example, doing interventions during holidays. The department usually organises for learners and teachers to have extra lessons. Some of teachers are mostly around the area, so the SGB makes means that those teachers are being transported and they are also given a meal for the day. So they are motivated through such things and then for learners we make sure that we try to solve their problems and any grievance which they have, solved quickly. Things like matric dance, for Grade Twelves. We make sure that we do that for them and that keeps them motivated as learners. Seeing that the SGB is willing to work.

What about newly appointed teachers. Do you help in some way?

Yes. We do help our newly appointed teachers. It is unfortunate for the first two years we never had any newly appointed teachers during our period as SGB's particular, but if ever there is any new teacher, who is appointed, the SGB helps in developing that particular teacher. Things like OBE courses. The SGB help for the transport of that particular teacher to those workshops.

What about the security and safety of the school?

It is unfortunate in our school. We in the previous years we never had a security for our property at the school. We unfortunately lost a number of items through burglary. Last year we lost about three computers and two television sets. We as the SGB have decided that we budget for the alarm system for the school, which has been paid for and then also a night watchman who is there every night. So our school is fairly secured and also our fence, we have got a fence, so there is no movement of people through the premises. So things are fairly protected.

Can it be a contributory factor towards the school's success?

I definitely think so. If ever, or when things are being stolen from the school. Things like learning and teaching materials, TV's and computers. Learners and teachers will be demotivated

because they use the TV sets and video sets as learning material. So if they are not there, therefore, they will be demotivated.

Do you reward your staff or your learners as SGB?

Yes. But there is a token merit, not in the form of money. We usually for our learners who performed very good, we arrange a merits award for them. Say for instance, the best performing learner in a certain subject. That is done every year and then also certificates to teachers performed very well. They are being rewarded but not in the form of money.

What about disciplinary action?

We use methods which are being laid down by the department. For learners as you know, teachers are no more allowed to physically punish learners. That is corporal punishment. So they have to follow the guidelines which are being set by the department and then for teachers we were so lucky, I can say that our teachers behaved very well. We never had an incident where now a teacher has to be disciplined or otherwise. So we are just lucky.

3. Management, staff, learners, parents and community should be equally committed to a school's success. How do you stimulate the sharing of commitment in your school? The sharing, because you cannot do things alone.

Yes. As you know, we as the school governing body, our duty is governance. We govern the school and then educators and management they are there for professional duties. So everybody has got his role. We act on our governance and they act on their professional duties of which they are going to meet, because they are dependent on us and also the community. We as the SGB represent the community. So everything which we do in the school, is from the community. That is the parents of the learners, they are the ones who delegated us to perform those duties.

Do you have missions statement of the school? Because you must have a vision and mission. So in five years you want the school to be somewhere. As SGB do you have the mission statement of the school?

Yes. If you come into our school, the first thing which you will come across in our administrative block, is a poster which indicates clearly our vision and mission. So it is there. We try by all means to follow what we said on our vision and mission of the school.

Do you involve students in the running of the school?

Yes. Students play a big role. Particularly because they have the committee that is the learner representative concern. They have duties which they perform for instance disciplining their fellow learners. So they are very much involved in the running of the school.

Do you work as a team at your school?

I definitely think so. Because in the past SGB's you know, were enemies to teachers, but our SGB, personally think we have a very good relationship with our and with other stakeholders. That is teachers and learners. So we work as a unit.

How do you communicate or negotiate in case of conflict as an SGB?

Conflict management. You post that to where the conflict started from. What is the cause of that particular conflict and if there is a conflict between two people, those people must be able, must be willing to reconcile and solve that particular conflict. So we must try through the principal of course to make it in bringing the two parties together and getting an amicable solution to the problem.

When coming to - is accountability an important determinant for a school's success?

I personally think so. There is a person, you have to be accountable. You know that it is laid down in the departmental documents that for instance, in finance the principal is accountable for every finance, but we as the SGB are there to monitor the running of the school. So accountability plays a big role in good management of the school.

4. Now, you as the SGB, do you appraised teachers?

The issue of appraisal. As an SGB person we are not trying to appraise - but what I have heard is that there is something called DAS. That is developmental appraisal system. So the system I think is not yet functional, so we just try and motivate our teachers to work hard. Not to go and check in details what they do. I think that is the duty of the principal.

5. What do you regard as the single most important success factor in your school?

I think it is hard work and coupled with commitment to their school. You know in other schools, teachers are not committed to what they do. So hard work and commitment are the most important things in the success of our school. The most important thing, especially talking from the side of the SGB, is workshop in the SGB's because half or even 80 percent of SGB's do not know their duties. People will be abusing power as SGB people. So I think it can be advisable for the department to give more workshops to SGB's. Things like running finance, because most of our SGB's can't even write, read and write. So they need to be workshopped and now know what is needed of them, to cross borders, mixing professional issues and governance.

Thank you very much for your input.