

This document provides information on:

* Teams or individuals necessary to support principals’ responsibilities
* Resources and guiding principles that are assumed to be in place or need to be in place
* Lists that are useful
* Glossary of acronyms and abbreviations used in this toolkit

**RESOURCES NECESSARY TO SUPPORT PRINCIPAL’S RESPONSIBILITIES**

 **TEAMS OR INDIVIDUALS NECESSARY TO SUPPORT PRINCIPAL’S RESPONSIBILITIES**

| **1. LEADERSHIP AND**  **MANAGEMENT (LM)** | **2. TEACHING AND LEARNING**  **(TL)**  | **3. CULTURE AND CLIMATE (CC)** | **4. STAKEHOLDERS AND**  **COMMUNICATION (SC)** | **5. PRINCIPAL’S PERSONAL**  **REFLECTIONS (PR)** |
| --- | --- | --- | --- | --- |
| 1. School Governing Body (SGB)
2. School Leadership Team (SLT)
3. SGB finance sub-committee
4. School Management Team (SMT)
5. School planning team (SDP & SIP)
6. ICT Committee
 | 1. School Assessment Team (SAT)
2. Academic grade heads
3. Subject heads for each subject
4. LTSM Committee
 | 1. Safety Committee
2. Maintenance Committee
3. Maintenance and Cleaning Team supervisors
 | 1. School-based Support Team (SBST)
2. School Wellness Team (SWT)
3. Development Support Groups (DSGs)
4. School Development Team (SDT)
5. PMDS supervisor and clerk
6. Extra-murals Committee
7. Pastoral care grade heads
8. Parents’ Association
9. Extra-mural parent committees
10. Administrator/s with responsibility for parent communication and paper-based newsletter
11. An administrator to handle the learner information and performance data recording and reporting system
12. An administrator to handle the parent information system
13. Wellness and/or Entertainment committee
 | 1. SGB Chairperson
2. Critical Friend/Mentor
3. Institutional Development Support Officer (IDSO)
4. Principals’ CoP
5. Principals’ PLC
6. Other networks , e.g. principals’ forum, union network
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**RESOURCES (documents/ systems) AND GUIDING PRINCIPLES THAT ARE ASSUMED TO BE IN PLACE OR NEED TO BE IN PLACE**

| **1. LEADERSHIP AND**  **MANAGEMENT (LM)**  | **2. TEACHING AND LEARNING** **(TL)** | **3. CULTURE AND CLIMATE (CC)** | **4. STAKEHOLDERS AND**  **COMMUNICATION (SC)**  | **5. PRINCIPAL’S PERSONAL** **REFLECTIONS (PR)** |
| --- | --- | --- | --- | --- |
| 1. SGB constitution
2. School development plan (SDP)
3. Computerised data administration system
4. Records (minute book) for all team meetings
5. School vision
6. District’s calendar of meetings
7. Policy register
8. Admissions policy
9. Language policy
10. Safety policy
11. Religion policy
12. HIV/AIDS policy
13. Disciplinary policy and code of conduct
14. Pregnancy policy
15. Extra-murals policy
16. Outings and tours policy
17. Awards policy
18. LTSM policy
19. Any other applicable policies
20. Computer system for managing data e.g. SASAMS
21. Learner attendance registers
22. Staff attendance register (signing book)
23. Register of staff leave
24. Learner profiles for all enrolled learners stored systematically
25. Latest contact details for Grade 7 learners to track future progress
26. Application forms for school admission
27. School agreement form
28. Admissions register
29. School budget/financial plan
30. Financial management system (preferably computerised)
31. Assets register
32. Affiliation to an SGB association
33. Affiliation to a Principals’ Association
34. Affiliation to sports and culture codes
 | 1. School assessment schedule
2. School assessment policy
3. Subject goals and plans
4. Performance goals/targets
5. Annual teaching plans for all subjects
6. Lesson/unit plan suggested format
7. Lesson/unit plans
8. Assets register
9. Records (minute book) for all team meetings
10. A school vision for teaching and learning
11. Subject vision for each subject
12. Performance goals/targets for each subject
13. School or networked subject/phase-based PLCs
14. Every teacher has the required CAPs documents
15. Professional development programme to improve teaching and learning
16. Extra-lesson timetable
17. LTSM order register
18. Subject LTSM registers
 | 1. Safety policy
2. Maintenance plan
3. Records (minute book) for all team meetings
4. Vision for culture and climate
5. Policy and procedures regarding visitors to the school
6. School discipline philosophy, policy and procedures for learners
 | 1. Policy for the Parents’ Association, including its objectives
2. Records (minute book) for all team meetings
3. School intra-net, website, SMS system
4. Parent communication system and paper-based newsletter
5. A learner information and performance data recording and reporting system
6. A parent information system
7. Staff and learner attendance policies
8. Staff disciplinary code and procedures
9. Learner disciplinary code and procedures
10. Staff grievance policy and procedures
11. Fundraising policy and procedures
12. IQMS/PMDS file for each staff member (kept by staff member) containing the IQMS ELRC resolution, the lesson observation instrument, pre-evaluation checklist, summative score sheet, PGP, SACE CPTD record
13. IQMS annual management plan
14. School record of IQMS scores (Exemplars A,B,C) and PGPs, for each teacher for each year
15. PMDS annual management plan
16. School records of PMDS scores for each year
17. PMDS file for each staff member containing score sheets and annual work agreement
18. Induction programme for beginner teachers and teachers new to the school
19. School professional development plan for teachers
20. School skills/knowledge development plan for support staff
21. Formative education programme
22. Extra-mural timetable with assigned teachers/coaches
23. Duty sheet and expectations of extra-mural teachers/coaches
24. Employment contracts for all components of staff and coaches
25. Code of ethics for teachers
26. Code of ethics for coaches
27. Network with neighbouring schools
28. Community service programme/s
 | 1. The principal has a critical friend/mentor
2. The principal belongs to a principals’ PLC and/or CoP
3. The principal has regular meetings with the SGB Chairperson and the IDSO (separately)
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**LISTS THAT ARE USEFUL**

| **1. LEADERSHIP AND**  **MANAGEMENT (LM)** | **2. TEACHING AND LEARNING** **(TL)** | **3. CULTURE AND CLIMATE (CC)** | **4. STAKEHOLDERS AND**  **COMMUNICATION (SC)** | **5. PRINCIPAL’S PERSONAL**  **REFLECTIONS (PR)** |
| --- | --- | --- | --- | --- |
| 1. Lists of members of all the committees with contact telephone numbers and email addresses
2. Policy register with dates of policy approval and dates for review, that includes all policies
3. District’s calendar of meetings and other activities
 | 1. Lists of members of all the committees with contact telephone numbers and email addresses
2. Subject stock lists including textbooks and equipment, with date of last service and date next service is required
3. List of classrooms and teachers allocated to the room
4. List of furniture and equipment in each classroom, office and store room
5. Register of equipment maintenance
6. List of subject goal/ performance targets
7. ICT locations – desktops, laptops, Smart boards, data projectors etc
 | 1. Lists of members of all the committees with contact telephone numbers and email addresses
2. Year plan with school traditions and symbols to be observed
3. List of historically significant dates, national holidays and other international or national dates observing aspects that fit the school vision/culture
4. Maintenance plan
 | 1. Lists of members of all the committees with contact telephone numbers and email addresses
2. List of each teacher’s DSG
3. List of dates of class visits to each teacher for IQMS
4. List of staff PERSAL numbers
5. List of teachers’ SACE numbers
6. Database of alumni
7. List with phone numbers and email addresses of key district (even head office) officials
8. List of NGO funders and past and potential donors
 | 1. Contact numbers and email addresses of people who could advise/assist with issues/thinking
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**ACRONYMS AND ABBREVIATIONS USED IN THE PLANNING TOOLS**

|  |  |
| --- | --- |
| AGM | Annual General Meeting |
| ATP | Annual Teaching Plan  |
| CAP | Curriculum Assessment Policy |
| CPTD | Continuing Professional Teacher Development |
| DSG | Development Support Group  |
| ELRC | Education Labour Relations Council |
| ICT | Information Communications Technology |
| IDSO | Institutional Development Support Officer |
| IP | Induction Programme |
| IWSE | Internal Whole School Evaluation  |
| IQMS | Internal Quality Management System |
| LTSM | Learning and Teaching Support Materials  |
| NGO  | Non-Governmental Organisation |
| PD | Professional Development |
| PDP | Professional Development Plan (for the school) |
| PGP | Professional Growth Plan (for individuals) |
| PLC | Professional Learning Community |
| PMDS | Performance Management Development System |
| RCL | Representative Council of Learners |
| SACE | South African Council for Educators  |
| SAS | School Assessment Schedule |
| SASAMS | South African School Administration and Management System |
| SAT | School Assessment Team |
| SBA | School Based Assessment  |
| SDP | School Development Plan |
| SDT | School Development Team |
| SBST | School-based Support Team |
| SGB | School Governing Body |
| SIP | School Improvement Plan |
| SLT | School Leadership Team (team comprising principal and deputies) |
| SMT | School Management Team |
| SWT | School Wellness Team |
| TR | Termly Review |
| YP | Year Plan  |