

ELRC Collective Agreement number 2 of 2020 on the **QUALITY MANAGEMENT SYSTEM (QMS)** requires all members of the SMT to develop a work plan annually. The **DEPARTMENTAL HEAD** must agree on and sign a work plan with the immediate supervisor at the beginning of the academic year.



## DEVELOPING A WORK PLAN FOR DEPARTMENTAL HEADS

### 1 WHAT IS A WORK PLAN?

A work plan outlines what activities will be undertaken by an employee within a particular year, as well as setting specific targets and outlining outputs that need to be achieved.

### 2 COMPONENTS OF A WORK PLAN

- **Performance standards:** these are applicable performance standards as reflected in the QMS instrument.
- **Key activities:** Activities to be agreed to in terms of applicable job descriptions.
- **Targets:** Targets (Goals) to be set for improvement within the appraisal cycle. The TARGET should be SMART.
- **Time-frame:** period within which the targets are to be achieved.
- **Performance indicators (PI):** Measures of success to be observed for achieving specific targets and outputs.
- **Contextual factors:** Unique/specific circumstances to be taken into account that have the potential to impact on the employee's ability to achieve targets.

### 3 STEPS IN DEVELOPING A WORK PLAN

- Step 1:** STATE the **Performance Standard**  
**Step 2:** STATE the **Criterion**  
**Step 3:** IDENTIFY the **Descriptor**  
**Step 4:** DEVELOP a **Target** that is quantifiable and time-bound  
**Step 5:** INDICATE **Timelines**  
**Step 6:** DEVELOP a **Performance Indicator**  
**Step 7:** STATE any **Contextual Factors** relevant to this activity

### 4 EXAMPLE OF A WORK PLAN FOR 4 DESCRIPTORS FROM PS 6

| PERFORMANCE STANDARD            | KEY ACTIVITIES   | TARGETS   | TIME FRAME   | PERFORMANCE INDICATORS | CONTEXTUAL FACTORS   |
|---------------------------------|--|---|--|------------------------|--|
| 6: MANAGEMENT OF THE CURRICULUM | Criterion 1: Providing leadership, mentoring, support and development. | a. Conducts regular classroom visits to provide support and development to educators. | Two workshopd per quarter undertaken for Mathematics educators in grades 7 - 9   | Terms 1-3              | Numer of workshops conducted in Grades 7-9   |
|                                 | Criterion 2: Administration of resources and records.                  | b. A filing system of essential records is kept and updated regularly.                | Quarterly updating of an indexed filing system for Maths and Science in eformat.   | Terms 1-4              | Maths and Science learner performance records accessible in eformat and as hard copies |
|                                 | Criterion 3: Decision-making and accountability.                       | c. Displays good planning, monitoring and evaluation skills.                          | Monthly updates of progress on Maths and Science improvement plans.  | Terms 1-3              | Number of progress reports and interventions on Maths/Science improvement lpan.        |
|                                 | Criterion 4: Policy development and implementation.                    | d. Key policies are in place and implemented effectively.                             | Quarterly Progress Reports on implementation of Maths and Science policy and learner assessment presented at SMT meetings. | Terms 1-4              | Number of progress reports tabled at SMT meetings.                                     |



### SOME HELPFUL TIPS

- The DEPARTMENTAL HEAD develops the work plan on Performance Standard six only.
- DEPARTMENTAL HEADS should select a minimum of one (1) descriptor for each of the 4 Criteria for the work plan.
- The WORK PLAN is informed by Job Descriptions in the PAM as well as the priorities of the school, provincial and national departments (e.g. Reading & Mathematics, etc.)
- During the signing of a work plan, the DEPARTMENTAL HEAD and his/her supervisor must also discuss the appraisal instrument(Annexure B 2) that will be applicable for his/her self-appraisal, mid-year appraisal and annual appraisal.
- An online resource to support the development of a work plan can be accessed through the following link:

<https://rise.articulate.com/share/mrd01UXfHUcuzKKMMnuKyt86XLhqBXsU>