

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 **DEPUTY PRINCIPAL** must agree on and sign a work plan with the **PRINCIPAL** (immediate supervisor) at the beginning of the academic year.



DEVELOPING A WORK PLAN FOR DEPUTY-PRINCIPALS

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 PS 3 & 4

PERFORMANCE STANDARD		KEY ACTIVITIES	TARGETS	TIME FRAME	PERFORMANCE INDICATORS	CONTEXTUAL FACTORS
3. MANAGING QUALITY AND SECURING ACCOUNTABILITY	Criterion 1: Securing accountability.	a. A textbook retrieval system is in place and is properly implemented.	98% retrieval rate of textbooks.	Terms 1, 2, 3 & 4	Percentage of textbooks retrieved rate through effective implementation of textbook retrieval policy.	
	Criterion 2: Managing the quality of teaching and learning.	b. Monitors marking and moderation of learner assessments.	The moderation of learner assessments in Grades 10 and 11 monitored in 100% of subjects.	Terms 1, 2 & 3	Percentage of subjects where moderation of learner assessments was monitored.	
4. DEVELOPING AND EMPOWERING SELF AND OTHERS	Criterion 1: Staff	a. Staff training programmes planned and implemented.	90% of activities in the staff development plan is implemented.	Terms 1, 2 & 3	Percentage of staff development activities, as informed by the staff development policy, that are implemented effectively.	
	Criterion 2: Self	b. Professional conduct with reference to punctuality, presentable appearance, respect shown to others.	Arrive at school 1 hour before commencement of school day.	Terms 1, 2, 3 & 4	Demonstrates professionalism by instilling a good example on punctuality to staff member by arriving early at school daily.	



SOME HELPFUL TIPS

- The Deputy-Principal develops the work plan on all seven Performance Standards.
- Principal should select a minimum of one (1) descriptor for each of the 12 Criteria for the work plan (excluding PS 1 – Criteria 1)
- 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 Deputy Principal and his/her supervisor (Principal) must also discuss the appraisal instrument (Annexure C 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/pLcbzNVyB8G2GRHwgL45V5mwWV_rg7Y5