

## SECTION 2

# Planning the School Year

### Introduction

The primary objective of teacher management is to ensure that schools are staffed with the requisite number of teachers appropriately trained and qualified for their task. Additionally, if the goals of the national curriculum are to be achieved it is essential that teachers are appointed in good time, that they are adequately supported administratively and financially and that they are aware of the aims and objectives of the curriculum which underpins the education system. Having a Scheme of Delegation which specifies where responsibility lies for each Teacher Management task together with a 'Planning Calendar' is, therefore, an essential element in any well structured education system.

### Checklist

- (1) Are there National Staffing Standards?
- (2) Are these strictly adhered to ?
- (3) Are Headteachers able to calculate the staffing establishment for their own schools?
- (4) Have some, if not all, of the teacher management functions been decentralised?
- (5) Does a Scheme of Delegation exist which clearly specifies who is responsible for each action?
- (6) Has this been issued to all concerned?
- (7) Are officers at all levels fully aware of their responsibilities in these matters?
- (8) Is there a Planning Calendar which specifies annual target dates for each step, thereby ensuring that schools are staffed to their establishment?

### Policy Suggestions

**(Note: In this guide it is assumed that:**

- (1) *the school year starts in January*
- (2) *all schools are to be fully staffed by that date.*
- (3) *responsibility for teacher management policy lies with the Ministry of Education or Teaching Service Commission*
- (4) *operational responsibility for staffing schools lies in the hands of the Regional or District Education Officer or another officer who is closely in touch with operational activities.)*

It is essential that Headteachers can calculate the number of teachers to which they are entitled. Only by knowing this figure can they plan and organise the timetable and teacher deployment within their schools. While it is recognised that teacher shortages

do exist and that subject imbalance arises in many schools, it is important that Headteachers are aware of what their position should be and are able to indicate to their Regional/District Education Officer, when vacancies arise, the qualifications which any replacement teacher should have.

To ensure that all schools are adequately staffed for the start of the new school session and that teacher availability is fully maximised the following steps are suggested:

- (a) determine well in advance the authorised teacher demand for the start of the coming year;
- (b) establish the likely teacher availability within the school, taking account of probable retirement and resignations;
- (c) finally, quantify the necessary extent of teacher recruitment.

### **Procedures for Consideration**

It is suggested that all permanent appointments of qualified teachers are made centrally by the Ministry of Education or Teaching Service Commission. Thereafter, teachers, having regard to their personal preferences as far as possible, are allocated to regions or districts strictly in proportion to the total needs of the area.

The responsibility for ensuring that individual schools are adequately staffed should be that of the Regional/District Education Officer. This would include responsibility for posting, transfer, housing, salary payment and other day-to-day administrative processes. In situations where temporary staff must be appointed, this task should also be delegated to the Regional/District Education Officer.

Policy guidelines should be developed by the Teacher Management Department at Ministry of Education Headquarters or the Teaching Service Commission with a Scheme of Delegation detailing where responsibility lies for each Teacher Management task. As suggested in Section 1 the table on page 00 can be used as a planning tool entering against each item the department at headquarters or the region or district responsible for each teacher management element.

Not only must these tasks be carried out but they must be fulfilled in a logical order with adequate time being allocated to each. This leads to a 'Planning Calendar' and an illustration of one which is capable of adaptation to suit the needs of individual countries is shown on pages 6-9.

More detailed information on each topic is provided in succeeding sections of this guide.

### **References:**

#### **Turning the Tables on Teacher Management**

*Section B, pages 21-23*

*Chapters 12, pages 52-55*

*16, pages 69-71*

#### **Decentralising the Education System**

*Section 9.5, page 9*

#### **Setting Staffing Standards for Schools**

## A TIMETABLE FOR THE ANNUAL STAFFING EXERCISE

Month	Aim	Description of Activity	Responsibility
January	To review success of current staffing exercise	a) Compare estimates with actual rolls, staff levels  b) Transfer teachers in/out as necessary	Regional Education Officers (R.E.Os.) or District Education Officers (D.E.Os.)
February	As January		
March	To review Staffing Establishment if necessary	a) Review changes in curriculum, if any  b) Discuss budgetary implications  c) Determine what can be afforded	Ministry of Education: Personnel, Curriculum, Inspection and Finance Divisions with Permanent Secretary
April	To determine Primary and Secondary Rolls for next year	a) Number of new Schools and Classes in a Region  b) Attrition Rate  c) Total New Enrolment  d) Total estimated Roll/ Classes for next year by District	R.E.Os. or D.E.Os.  Planning Dept  Planning Dept  Planning Dept
May	Ministry of Education to agree with R.E.O./D.E.O. and, in turn, with Headteachers - No of Classes/school - Teacher staffing level	a) Break down Region/District figures to school level  b) Agree Rolls and Staff level with Headteacher	R.E.Os. or D.E.Os.  R.E.O. or D.E.O. and Headteacher

**The Annual Staffing Year (Continued)**

<b>Month</b>	<b>Aim</b>	<b>Description of Activity</b>	<b>Responsibility</b>
June	To determine number of teachers available from within system	a) Visit to T.T.Is. to determine realistic outputs b) Check from Database number of retirements c) From past records estimate other teacher losses	Ministry of Education Personnel Dept. and Planning Unit
July	As for June	a) Prepare the staffing budget for the coming year b) Determine consequential costs (Transport, Housing, etc) c) Allocate provisional budget to Regions/ District	Ministry of Education: Personnel and Finance  HQ and R.E.Os. or D.E.Os.  Ministry of Education: Finance Dept.
August	To determine accurately teacher demand by school for the coming year	a) Number of compulsory transfers to be made within District across Districts b) Number of voluntary transfers to be granted c) Seek resignations/ retirals d) Fill promoted posts in new schools	R.E.Os. or D.E.Os.  R.E.Os. or D.E.Os.  Ministry of Education: Personnel Dept  R.E.Os. or D.E.Os.

**The Annual Staffing Year (Continued)**

<b>Month</b>	<b>Aim</b>	<b>Description of Activity</b>	<b>Responsibility</b>
September	To procure teachers to fill expected vacancies to fill expected	a) Recruitment abroad  b) Voluntary transfers arranged for start of new session  c) Complete filling of promoted posts in new schools  d) Advertise consequential vacancies	Ministry of Education: Personnel Dept.  R.E.O. or D.E.O.  R.E.O. or D.E.O.  R.E.O. or D.E.O.
October	As September	a) Arrange to transfer a number of experienced teachers to staff new schools  b) Compulsory transfers made  c) Interviews held with final year students  d) Local Advertisements of vacancies  e) Provisional housing allocations arranged	R.E.O. of D.E.O.  Personnel Dept assisted by R.E.O./ D.E.O.  Personnel Dept  R.E.O. or D.E.O.  R.E.O. or D.E.O.
November	To deploy teachers to fill vacancies	a) Offer appointments by District to final year students (subject to examination results)  b) Offer appointment to candidates from abroad	Ministry of Education: Personnel Dept  Ministry of Education: Personnel Dept

**The Annual Staffing Year (Continued)**

<b>Month</b>	<b>Aim</b>	<b>Description of Activity</b>	<b>Responsibility</b>
December	To make final arrangements for staffing schools for next session	a) Deploy new teachers to schools  b) Salary Assessment made  c) Advise Ministry of Finance on Salary payment	R.E.O. or D.E.O.  R.E.O. or D.E.O.  R.E.O. or D.E.O.