

Imibuzo
Inquiries
IMibuzo
Mr MIN JAMIE
Telephone
Telephone
Ifoni
(021) 467-2846
Ifaks
Fax
Ifekst
(021) 461-5629
Verwysing
Reference
ISalathiso
20011213-0005
16/B



Wes-Kaap Onderwysdepartement

Western Cape Education Department

ISebe leMfundo leNtshona Koloni

CIRCULAR: 0117/2002
EXPIRY DATE: NONE
TO: CHIEF DIRECTORS, DIRECTORS (HEAD OFFICE AND EMDCs), SENIOR CIRCUIT MANAGERS, CIRCUIT MANAGERS, AND HEADS OF EDUCATIONAL INSTITUTIONS

BRIEF SUMMARY: *Policy on the eligibility of principals for mentorship and/or curatorship*

SUBJECT: MENTORSHIP AND CURATORSHIP AS APPLICABLE TO PRINCIPALS OF EDUCATIONAL INSTITUTIONS OF THE WESTERN CAPE EDUCATION DEPARTMENT (WCED)

1. SCOPE OF POLICY
 - 1.1 The proposed policy applies to all school principals who experience difficulty in managing their institutions effectively and/or cannot meet set criteria.
 - 1.2 Before consideration is given to either mentorship or curatorship, all other interventions must have been unsuccessful.
 - 1.3 In all cases of mentorship or curatorship, the Head of Department or his authorised delegate must authorise the appointment of the recommended mentor or curator.
2. PURPOSE
 - 2.1 To maintain the efficacy of academic and managerial standards at schools
 - 2.2 To introduce a developmental, corrective or rehabilitative training mechanism in an attempt to deal with poor work performance by principals
 - 2.3 To provide a framework for dealing with these matters, in compliance with Schedule 8, Section 8 (1) and (2) of the Labour Relations Act (Act 66 of 1995)

MEHLA ASEBILJEF VERWYSINGSNOMMERS IN ALLE KORRESPONDENSIE / PLEASE QUOTE REFERENCE NUMBERS IN ALL CORRESPONDENCE /
NCEBA IIBHALE IINOMBOLO ZESALATHISO KUVO YONKE IMBALELWANO

GRAND CENTRAL TOWERS, LAER-PARLEMENTSTRAAT, PRIVAATSAK X9114, KAAPSTAD 8000
GRAND CENTRAL TOWERS, LOWER PARLIAMENT STREET, PRIVATE BAG X9114, CAPE TOWN 8000

WEB: <http://wced.wcape.gov.za>

3. THE CONCEPTS

3.1 Mentorship

- 3.1.1 Mentorship means entrusting the school to an experienced and trusted adviser.
- 3.1.2 This implies that an experienced manager, in conjunction with the multi-disciplinary team of the Education Management and Development Centre (EMDC) concerned, will offer the permanent incumbent support and empower him or her where necessary.
- 3.1.3 Mentorship may be considered to be part of further training and aims at developing and building capacity.
- 3.1.4 The length of the period of mentorship must be determined by the Head of Department or his authorised delegate.
- 3.1.5 During the process the principal, together with the governing body, is still legally responsible for the management and governance of the institution.

3.2 Curatorship

- 3.2.1 If the employer is of the opinion that circumstances justify it, he or she may grant or place a principal on special leave in extraordinary circumstances for any reasonable purpose and for any reasonable period, and such leave shall be without pay unless the employer determines otherwise.
- 3.2.2 Curatorship refers to *custodianship, guardianship and trusteeship*, and it means that an experienced manager takes over control of the institution with the aim of restoring normality in an attempt to support and change or rescue the situation in the interest of service delivery and quality public education at that institution.
- 3.2.3 The principal is placed on special leave.
- 3.2.4 During this period the curator assumes full responsibility and accountability for ensuring that the institution is administered in accordance with the prescriptions determined by the Department.

3.3 Poor performance

In this context poor performance means the deterioration of the management function at an institution to such an extent that it becomes necessary for the Department to intervene in an attempt to remedy the situation.

4. CRITERIA FOR DECLARING THE HEAD OF AN INSTITUTION ELIGIBLE FOR MENTORSHIP OR CURATORSHIP

These will include evidence of poor management or the inability to manage one of the following in accordance with the rules and procedures prescribed by the WCED:

- 4.1 **Finances** – record-keeping, budgetary process, income and expenditure
- 4.2 **Personnel management** – the personnel administration function regarding leave, salaries, etc. and the promotion of fair, non-discriminatory practices and sound human relationships

- 4.3 **Curriculum** – the smooth running of the institution and adherence to guidelines in accordance with national and provincial policies. Also, monitoring the new curriculum and ensuring its implementation; ensuring that regular meetings are held to discuss the interpretation of learning programmes; and professional development in general
- 4.4 **School administration** – proper co-ordination and control of time-tabling, examinations, registers, reports and record-keeping
- 4.5 **Learners, attendance and truancy** – ensuring that control measures are in place to ensure regular attendance and eliminate tendencies such as truancy; keeping daily attendance registers and a summary register
- 4.6 **School buildings, assets and resources** – maintaining buildings so as to promote a safe learning environment; keeping a register of all assets and resources
- 4.7 **Policies** – ensuring that all Departmental policies and circulars are implemented; communicating all Departmental policies and circulars to staff
- 4.8 **Community involvement** – ensuring quality personal or professional relations with all members of the school community and creating a sound basis for their involvement
- 4.9 **Academic achievement** – ensuring that learners perform in accordance with expected outcomes
- 4.10 **Extra-mural and extra-curricular activities** – promoting and implementating these
- 4.11 **Relationships** – maintaining healthy interpersonal and public relationships and communication
- 4.12 **A healthy work ethos** – establishing or maintaining this ethos

5. PROCEDURE TO BE FOLLOWED

- 5.1 Upon receipt of complaints and concerns regarding the poor performance of a principal in any of the categories in Paragraph 4, from any source including

- 5.1.1 parents
- 5.1.2 staff
- 5.1.3 unions
- 5.1.4 community organisations
- 5.1.5 officials of the Department
- 5.1.6 learners,

the EMDC Director must initiate an investigation to determine the type of intervention, if any, required.

- 5.2 The EMDC management will determine the necessary intervention based on their finding and the nature and seriousness of the allegation(s). The principal will be advised about the complaint throughout the process. The *audi alteram partem* rule will apply.

5.2.1 NOT SERIOUS

The results of the investigation and the EMDC management's view are submitted to the principal together with a request for his or her reasons and comments.

- (a) The EMDC responds and explains in writing how it wishes to address the problem.
- (b) The situation is monitored and evaluated weekly by the relevant official at the EMDC.

If the matter is not resolved, it is referred to the EMDC's multi-disciplinary team.

NB: Principals must be given the opportunity to respond and correct the problem prior to mentorship or curatorship.

5.2.2 SERIOUS

- (a) Cases are referred to the EMDC's multi-disciplinary team.
- (b) Training or counselling, including mentorship, should be considered at this stage.
- (c) Alternatively, depending on the seriousness of the case, the multi-disciplinary team may decide to carry out the following procedure:
 - * The principal is informed in writing why it is necessary to follow this procedure.
 - * The *audi alteram partem* rule **MUST** be applied.
 - * The employer explains the requirements and nature of a functional institution at a meeting.
 - * An evaluation of the degree of dysfunctionality of the institution is done and this information is given to the principal.
 - * A programme of counselling or training to enable the principal to help the institution to reach the required functionality could follow.
 - * If the principal, after undergoing a formal programme of counselling or training, is still unable to help the institution to meet the required functionality, the employer, after consulting the principal, may provide him or her with:
 - Further training
 - Counselling

5.2.3 VERY SERIOUS

- (a) Cases are referred to the multi-disciplinary team of the EMDC.
- (b) Either mentorship or curatorship should be considered at this stage.
- (c) Alternatively, depending on the seriousness of the case, the multi-disciplinary team may decide to carry out the following procedure:
 - * The principal is informed in writing why it is necessary to follow this procedure.
 - * The *audi alteram partem* rule **MUST** be applied.
 - * The employer explains the requirements and nature of a functional institution at a meeting.

- * An evaluation of the degree of dysfunctionality of the institution is done and this information is given to the principal.
- * A programme of counselling or training to enable the principal to help the institution to reach the required functionality could follow.
- * If the principal, after undergoing a formal programme of counselling or training, is still unable to help the institution to meet the required functionality, the employer, after consulting the principal, may provide him or her with:
 - > Further training
 - > Counselling
- * If these measures have not restored the functionality of the institution, as a last resort, and only after all the above-mentioned measures have proved unsuccessful, the matter must be referred to Head Office for further consideration.
- * The options to be explored by Head Office will be in accordance with legislation promulgated to give effect to recommended procedures.

6. CONDITIONS

- 6.1 The above policy on mentorship and curatorship is not applicable where proof or evidence of any form of misconduct is found.
- 6.2 If at any stage proof is found of any form of misconduct, the normal procedures for dealing with misconduct as set out in Schedule 2 of the Employment of Educators Act (1994) regarding the Disciplinary Code and Procedures for Educators will be applicable.

Please bring the contents of this circular to the attention of all members of your staff.



R.B. SWARTZ
HEAD: EDUCATION
DATE: 17/09/02