

# Leadership, management, social justice and ICT: Comparing and contrasting the Performance agreement Key result areas and Tasks , performance standards of educators, HoD , Deputy Rectors and Rectors

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**ABSTRACT:** The paper compares and contrast the Performance agreement Key result areas and Tasks of educators, HoD , Deputy Rectors and Rectors.

**KEYWORDS:** HOD, Deputy, Rector

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## I. INTRODUCTION

### What are Key Result Areas and Agreed Tasks?

Key Result areas and Agreed tasks are a series of objectives and aims that the parties agree. The parties are normally the appraiser and the appraisee. The KRA , competencies are not the same for an educator, HOD and Deputy , Rector. For example an educator is expected to have his scheme of work, lesson plan, makr assignments whereas an Rector has to lead the school.

**Key Result Areas and Tasks of Educators : A. Teaching and learning.** The educator is expected to A1 Plan, implement, monitor students' learning and performance. This include submit to the Rector termwise scheme of work, weekly plan of work, prepare lesson plan for each lesson. Cater for the needs of all students through inclusive pedagogy, Classroom management, complete syllabus and assess students. The performance of students must be monitored and weaknesses identified for remedial work. With new policies, teachers are also required to perform assessment for the SBA , school based assessment as per criteria for the extended programmes that will count as 40 % of their total marks for the NCE.

**B. Reporting.** Educators are required to report to Rector and be accountable to parents on the behaviour, attendance and performance of students. **C. Pastoral care.** Educators have the duty to disseminate moral values on topics such as drug. Informing students on the dangers of Drugs and addictions such as smoking, consuming alcohol and violence. **D. Professional Development.** Educators are expected to attend seminars and workshops and share to colleagues.

### Expected and desired competencies of an Educator

**1. Communication.** An Educator is expected to be a good communicator, both orally and in writing. **2. Customer focus.** Here the customer is the student. The educator is expected to display positive outlook, pleasant manner, courtesy and respect in dealing with both internal and external customers, that is , students, staffs and stakeholders, namely parents and ministries. **3. Ethical Conduct and Personal Grooming.** The educator must not jeopardize the reputation of the organisation and must upholds its core values. The educator must show commitment in terms of honesty, loyalty and integrity as specified in the Çode of Ethics for Public officer" and make use of Government resources responsibly and not for political or personal means. **4. Jobknowledge.** The educator must know the work and apply technical and professional knowledge and skills to work situations. **5. Reliability.** The educator must be committed, dedicated and accountable in carrying out allocated, agreed tasks. And also be responsive and available when communicated with and not run away from duties. **6. Teamwork.** The educator must put team success above own interest. In a school situation, students success is the aim. **7. Management skills.** The educator must also be a manager that aspires respect, trust and lead by example.

### Key Result Areas and Tasks of HOD

The Head of Departments HODs are educator , empowered with additional roles and task. This includes **A. Teacher leader.** The HOD must lead by planning, implementing, monitoring and evaluate other teachers under his department. **B. The HOD must be a subject and pedagogical expert.** **C. Link between Educator and School management.** The educator must be both a mediator and collaborator between the teacher and office. **D. Initiator**

**of Innovative practices.** The HOD must provide innovation to his departments for example encourage use of ICT, online teaching, new teaching strategies and self learning.

**The duties of the HOD are namely** (a) to lead the department, mentoring the new recruits and supply teachers.(b) monitoring and update members on developments in the subject area and pedagogy. (c) Curriculum implementation , plan the department improvement. (d) Planning of effective delivery. (e) Teaching strategies, adapt innovative and new practices. (f) Monitor Assessment and evaluation both in terms of assignments and examination papers set and correction of papers, marking schemes and markings. (g) Identify weaknesses and Remedial actions. The HOD must also ensure that educators of his department have their pedagogical documents namely their scheme of work, weekly and lesson plans. They need to keep record of student attendance , marks and records of complaints made against students.

## **II. DISCUSSION**

**Deputy , Rectors:** The performance agreement for Deputy and Rector are different from those of Educators and HODs. They have another set of responsibilities.**(A)(i) Management and leadership.** This include planning , the school development plan, time tabling, manage the human resource and equipment. This includes staff requirements and departmental requisites. **(ii) Monitoring** . The Rector must monitor performance of Staffs and the assigned tasks to HODs and administrative staffs.The Rector has a duty to monitor the School discipline , the school code of conduct, and set up student bodies and disciplinary committees. **(iii) Communication and Community Relations.** The Rector has to promote effective communication with the Ministry, Zone, and stakeholders namely parents and community members.Within the school the Rector must promote effective communication and interpersonal relations with students and staffs. This include morning assembly, meetings with staffs and HODs, with student bodies and be accessible to staffs and students.**B. Teaching and learning.** The rector must communicate clearly the vision of the academic excellence and continuous improvement in line with the goals of the school.The scheme of work, weekly plan are monitored. Weaknesses among performance are identified and inclusive remedial plans are devised. **C. Ethos and Climate.** The Rector must ensure the highest standard of cleanliness and order in the school compound and its vicinity.Students must be sensitized on environmental issues and be motivated to set up environmental clubs and related activities.The wellbeing of students and staffs must be ensured with a safe conducive working environment. The Rector must inculcate values and culture and handle misbehaviours. Conflicts must be managed at all levels and ensure that there are good relations within the school and community.**D. Students' performance and students' support.** The Rector has duty to carry out performance audit, set benchmarks for improvements, and provide feedback on their performance.

## **III. CONCLUSION**

The duties of a Deputy and Rector are more complex than those of an educator and HOD. A rector needs to be a leader and have other responsibilities such as leadership and management roles.