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IQMS IMPLEMENTATION: A MANAGEMENT AND LEADERSHIP CHALLENGE FOR PRIMARY SCHOOL PRINCIPALS IN KLEIN LETABA CIRCUIT

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IQMS IMPLEMENTATION: A MANAGEMENT AND LEADERSHIP CHALLENGE FOR PRIMARY SCHOOL PRINCIPALS IN KLEIN LETABA CIRCUIT

Makhuvele Sevha Thomas

A research report submitted in partial fulfilment of the requirements for the Masters degree in Management in the field of Public and Development Management to the University of Witwatersrand, Johannesburg.

March 2011

Declaration

I declare that this research report is my own unaided work and is submitted in partial fulfilment of the requirements for the Masters degree in Management in the field of Public and Development Management to the University of Witwatersrand, Johannesburg. It has never been submitted before in part or entirety for any degree or examination to this university or any other university

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Makhuvele Sevha Thomas

March 2011

DEDICATION

I would like to dedicate this work to my beloved Grandmother Mamayila N'waMithombeni Mabasa who sacrificed so much in her life so that I can be what I am today. And to her late husband Jim Gezani Mabasa, whose contribution cannot go unnoticed.

To my late Grandmother Nyanisi N'waMphahlela Makhuvele who did not live long enough to reap the fruit of her sweat.

To my parents, Masenyani Mackson and Mafanato Dyna Makhuvele who offered me their unconditional and moral support.

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ACRONYMS

DA	: Developmental Appraisal
DSG	: Development Support Group
ELRC	: Educators Labour Relation Council
IQMS	: Integrated Quality Management System
PGP	: Personal Growth Plan
PM	: Performance Measurement
SDT	: School Development Team
SMT	: School Management Team
SIP	: School Improvement Plan
WSE	: Whole School Evaluation

ABSTRACT

In South Africa, there has been a lack of a proper tool to evaluate the performance of educators attached to public schools and this has compromised the provision of quality public education to all citizens of the country. The evaluation systems that existed were perceived as negatively-focused, backward-looking, judgemental, subjective and unreliable. The introduction of Integrated Quality Management System (IQMS) signalled a new approach to the evaluation of the performance of both educators and schools. This new approach, therefore, represents an opportunity for the Department of Education to change from the negatively conceived system to a positive one that will transform the education system.

The introduction of the IQMS in South African public schools has however added a new task that has to be executed by school principals. Principals are expected to manage the implementation of IQMS as well as to play a leading role in the process. The idea behind the introduction of IQMS was to evaluate the performance of both the schools and educators in order to come with ways that will improve the provision of quality education in public schools. Before the outcomes of the new system could be realised, it became apparent that principals of public primary schools have been faced with challenges that makes it difficult for them to effectively implement the system.

The purpose of this research is to identify and investigate management and leadership challenges facing primary school principals in the implementation of IQMS and to recommend how principals can be assisted in order to effectively deal with these challenges.

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