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MODULE THREE

INTRODUCTION

Personnel Management

Managing the human resources available at a school is probably the most important task of a school head. In any country the major portion of the national budget allocated to education is spent on paying personnel. The success, therefore, of any school programme depends on how efficiently the school head can deploy this important resource for the best use of the school.

The recognition of personnel management as an important element of the school head's daily activities, and the increasing emphasis on in-service training for teachers, has led to an increased interest in the field of staff development. The school head being often viewed as a 'manager of people', it is evident that the skills associated with personnel management can assist him or her in managing the school more efficiently.

The purpose of this module is to introduce the school head to a number of skills and techniques that can lead to a more sympathetic management of staff members. This requires a variety of skills that might include the keeping of records, identifying training needs, dealing with unions, problem-solving, motivation, staff appraisal, and a whole host of related activities.

Individual study time : 24 hours

Objectives

After working through this module you should be able to:

- identify and select staff members to be appointed to your school
- identify training needs and plan training programmes to meet these needs
- motivate your colleagues
- introduce a system of staff appraisal and supervision relevant to your school
- manage a system of staff records and meetings
- manage conflict situations.

Units

This module is divided into eight units.

Unit 1: Staff selection

3 hours

This unit aims to assist you in selecting staff members to the school.

Unit 2: Staff development

3 hours

Through this unit you will be able to identify the training needs of your staff, and plan training programmes to meet these needs.

Unit 3: Staff motivation

3 hours

The important subject of motivating staff members to achieve their best, often under difficult circumstances, is the topic of this unit.

Unit 4: Staff appraisal

3 hours

Appraisal is directed towards helping a teacher become as effective as possible in the teaching/learning process. In this unit you will learn why and how staff appraisal should be carried out.

Unit 5: Staff supervision and discipline

3 hours

Because all the activities of the school remain your responsibility, you need to ensure that delegated tasks are actually carried out on time, and in a proper manner. Therefore, you need to supervise, to oversee, the work of others in the school. Here you will learn to apply specific methods of supervision and discipline in your work situation.

Unit 6: Keeping staff records

3 hours

Records in a school contain important information about school administration and the staff. In this unit you will specifically look at one element of record keeping, that of staff records.

Unit 7: Managing meetings

3 hours

Time is an important resource to a school head, and not to be wasted. In this unit you will learn to identify some techniques for conducting meetings more efficiently.

Unit 8: Managing conflict

3 hours

Conflict can become physically and emotionally damaging, or it can lead to growth and productivity for all parties. In this unit you will discuss what conflict is, and how it can be resolved.

Contributors

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