(A) Guide to Using the BRIDGE Principals' Annual Planning Toolkit

1. Purpose

This planning framework and set of tools will assist Principals and School Management Teams to plan, schedule and monitor activities required for effective school functioning and compliance with DBE requirements.
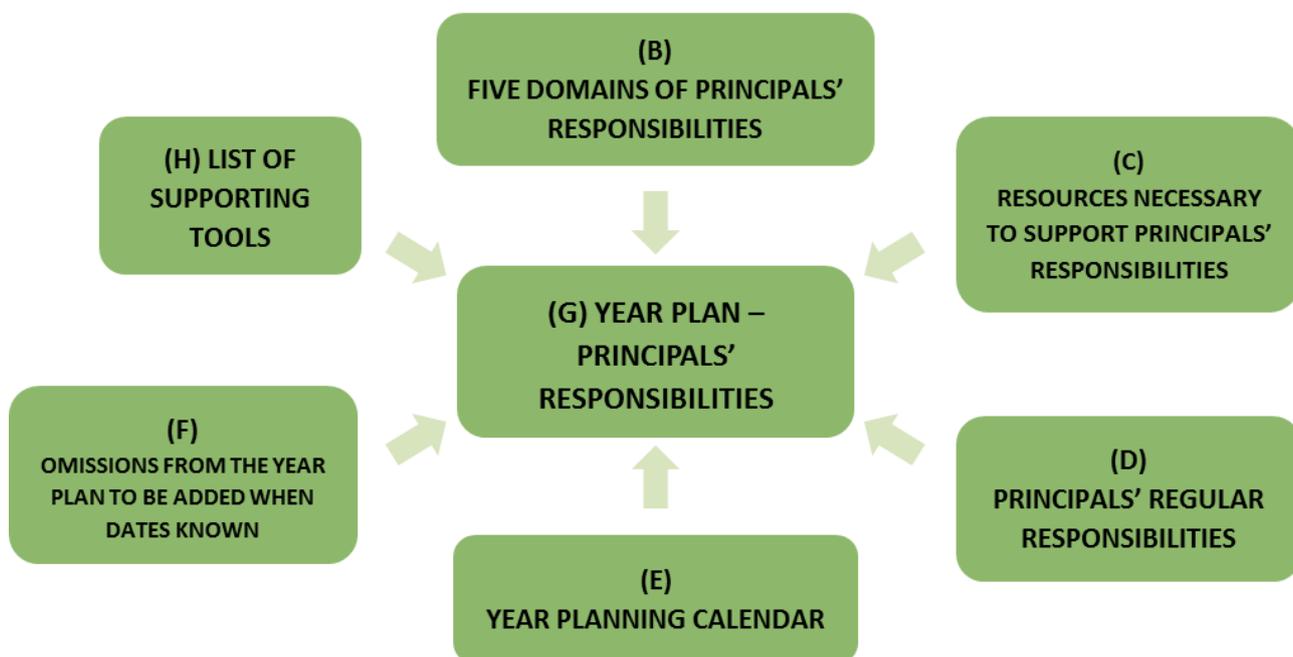
The planning tools:

- Cover the full scope of school leadership, including responsibilities that would be delegated to others but for which the Principal is ultimately responsible

- Can easily be adapted for future years, changes in requirements, or to suit individual needs.

There is a glossary of acronyms and abbreviations in (C) RESOURCES NECESSARY TO SUPPORT PRINCIPALS' RESPONSIBILITIES.

2. Overview

(A) Guide to using the BRIDGE Principals' Annual Planning Toolkit

(B) FIVE DOMAINS OF PRINCIPALS' RESPONSIBILITIES

(H) LIST OF SUPPORTING TOOLS

(C) RESOURCES NECESSARY TO SUPPORT PRINCIPALS' RESPONSIBILITIES

(G) YEAR PLAN – PRINCIPALS' RESPONSIBILITIES

(F) OMISSIONS FROM THE YEAR PLAN TO BE ADDED WHEN DATES KNOWN

(D) PRINCIPALS' REGULAR RESPONSIBILITIES

(E) YEAR PLANNING CALENDAR

3. Description, purpose and how to use the tools

File/document name	Description and purpose	More detail	Using this tool
(B) FIVE DOMAINS OF PRINCIPALS' RESPONSIBILITIES	A detailed picture of the Principal's leadership role: ● It lists the activities and responsibilities necessary for compliance and school functionality. ● It provides guidance on the broader aspects of leadership that lift schools to a higher level of effectiveness.	Responsibilities are grouped into 5 domains: 1. LEADERSHIP AND MANAGEMENT 2. TEACHING AND LEARNING 3. CULTURE AND CLIMATE 4. STAKEHOLDERS AND COMMUNICATION 5. PRINCIPAL'S PERSONAL REFLECTIONS Some responsibilities must be carried out by the Principal, and others can be delegated – Principals are advised to monitor implementation as they are ultimately accountable.	Work through the lists of responsibilities and ask yourself: ● Do I/we already have a working system for annual planning? ● Are there any mandatory requirements that I/we have overlooked? ● Can I/we use any of the ideas to enrich what we are already doing? ● What will adding these ideas/ responsibilities involve? ● Which responsibilities will I carry out myself and which will I delegate? ● How will I monitor the delegated responsibilities?
(C) RESOURCES NECESSARY TO SUPPORT PRINCIPALS' RESPONSIBILITIES Includes a glossary of acronyms and abbreviations	Resources that are needed, or that would assist Principals to carry out their responsibilities.	There are 3 categories: ● Teams or individuals who support Principals' responsibilities. ● Systems, documents (plans, policies, procedures, schedules, records) and guiding principles that are assumed to be in place or need to be in place. ● Stakeholder names and contact information, significant dates, and information for managing staff and resources.	Work through each list and ask yourself: ● What do we already have in place? ● What are the gaps? If there are gaps to be filled, determine what has to be done and how much time it will take, and factor this into your planning. Make arrangements to obtain/ develop the required resources.

File/document name	Description and purpose	More detail	Using this tool
(D) PRINCIPALS' REGULAR RESPONSIBILITIES	Responsibilities that have to be carried out daily, weekly, monthly, quarterly and annually, or are ongoing.	Some responsibilities must be carried out by the Principal, and others can be delegated. Principals should monitor implementation of delegated responsibilities as they are ultimately accountable.	The daily, weekly and monthly responsibilities do not appear on the (G) YEAR PLAN - PRINCIPALS' RESPONSIBILITIES. Use these lists as reminders and to monitor that these tasks have been carried out. The quarterly and some of the annual and continuous/ ongoing responsibilities are shown in (G) YEAR PLAN - PRINCIPALS' RESPONSIBILITIES. Monthly, annual and continuous /ongoing responsibilities that do not already appear on (G) YEAR PLAN - PRINCIPALS' RESPONSIBILITIES may be added as needed.
(E) YEAR PLANNING CALENDAR 2017	A condensed version of the information in (G) YEAR PLAN - PRINCIPALS' RESPONSIBILITIES.		This may be used as a quick reference.
(F) OMISSIONS FROM THE YEAR PLAN TO BE ADDED WHEN DATES KNOWN	Core and extra-curricular responsibilities that must still be added to the (G) YEAR PLAN - PRINCIPALS' RESPONSIBILITIES.		Add the responsibilities to the (G) YEAR PLAN - PRINCIPALS' RESPONSIBILITIES once the dates are known.
(G) YEAR PLAN - PRINCIPALS' RESPONSIBILITIES	A week-by-week view of the Principal's responsibilities for the school year. ● Responsibilities are colour coded according to the 5	Some items have been filled in using information from (E) YEAR PLANNING CALENDAR 2017 These can be adjusted to suit your needs.	Complete the plan to suit your own environment, requirements and dates. For reminders on information that may be added, please see: (D) PRINCIPALS' REGULAR

File/document name	Description and purpose	More detail	Using this tool
	domains. ● It has been modified for 2017, but can be adapted for any year.		RESPONSIBILITIES, and (F) OMISSIONS FROM THE YEAR PLAN TO BE ADDED WHEN DATES KNOWN
(H) LIST OF SUPPORTING TOOLS	A list and descriptions of practical tools that principals, SMTs, and educators can use when implementing activities.		The list includes a brief description of each tool. Tools are hyperlinked for convenience.

To download any of these tools click on the link, it will take you to a preview of the tool online. In the top right corner you will see three icons click the middle icon (download arrow) to download the content for your use.

The BRIDGE Principals' Annual Planning Toolkit and the supporting tools are Open Education Resources (OERs). You may use and adapt them freely, but please acknowledge BRIDGE as the original source.

We would also appreciate feedback from people who use these resources. Click here to give feedback

OR

email your comments to info@bridge.org.za