

CONFERENCE THEME:

“ THE TEACHER AS A RESOURCE : QUALITY AND UTERIZATION ”

SUB THEME

**PRINCIPLES AND PRACTICES OF EFFECTIVE TEACHING AND
LEARNING**

PAPER TOPIC

**PRINCIPALS LEADERSHIP COMPETENCIES IN
ADMINISTRATIVE TASKS PERFORMANCE AND
EFFECTIVENESS IN PUBLIC SECONDARY SCHOOLS.**

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&

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INTRODUCTION

- ✓ Principal, cog round which any school wheel of activities and operations revolve (Sullivan,2006)
- ✓ Principal, is the key component in a school's administration thus his/her skills, abilities, professional competence and personality greatly determine a schools efficiency(Daft,2008)
- ✓ Paper targeted principals in Athi River sub county

- ✓ Principals are education leaders who create the school climate , learning atmosphere that encourages professional development for teachers, high success levels for students .
- ✓ Principals need administrative task competencies in HRM , instructional leadership and resource management . (Hale & Moarn ,2003)

Principals key services

- ✓ Understanding school curriculum with learning process
- ✓ Planning ahead
- ✓ Communicating
- ✓ Motivating
- ✓ Delegating

To perform the above, principals need:

- Adequate professional qualifications
- Knowledge
- Grounding on techniques of educational procedures

CONT...

- School procedures
- Financial procedures
- National goals of education
- Mission , vision, core values .

Sound leadership and management of a school improves teachers and students output , support staff efficiency thus achievement is enhanced (Fiedler, 1999)

Poor leadership leads to:

- Students indiscipline
- HR mismanagement
- Misappropriation of funds
- Lack of teacher involvement
- Parents/community against the school
- Limited curriculum supervision
- Poor community relations

Cont....

- ✓ Principals need not only academic ,professional qualifications and morals but also : **technical skills ,human skills, technical skills** to perform procedures & administrative duties (Akinyi ,2007)
- ✓ Teachers are promoted as heads **without** proper management practices training (Mbambe,2002)
- ✓ **COMPETENCY**: Ability to use knowledge & capabilities needed for efficient accomplishment of a task.

Include: skills , expertise, personal ,behavioral characteristics , beliefs ,motives , values , knowledge .

COMPETENCIES NEEDED TO RUN A SCHOOL

1) TECHNICAL SKILLS

- Application of acquired knowledge e.g. financial management, implementation of CBC

2) HUMAN SKILLS

- Human relations (Dealing with people) – BOM, PA , students, staff , community

E.g. communication , motivation , team work , guidance on expected learning / teaching outcomes

3) CONCEPTUAL SKILLS

- Understanding the bigger picture of the school

Through : coordinating , planning , directing, staffing, organizing and ,leading

RESEARCH OBJECTIVES

- ❖ To determine in what ways principals acquire leadership competencies for effective management.
- ❖ To determine what challenges principals encounter in the performance of operational management tasks in their schools.

THEORETICAL FRAMEWORK

A. SKILLS THEORY OF LEADERSHIP COMPETENCIES

- Katz ,1995
- Skill – Ability to use ones knowledge effectively to build others
- Had three skills :
- A)Technical Skills
 - Taught / learnt in school
 - Ability to use techniques , available resources , knowledge in administrative performances
- B)Human Skills
 - Ability to work effectively and efficiently as a group member
 - Interpersonal skills , creating an enabling environment

Conceptual Skills

- Abstract relationships and ideas
- Ability to visualize the bigger picture

2) PATH GOAL THEORY

- Robert House , 1970
- Duty of any leader to enable those under attain their goal and institutional goals through the leaders support and direction .
- Humans beings are in satisfaction of their work if their achievement leads to highly valued things e.g. promotions, rewards , awards .

- Path goal Theory gives four categories of leaders:

- Supportive leaders
- Achievement oriented leaders
- Participative leaders
- Directive leaders

- COMPETENCE LEADERSHIP AREAS IN A SCHOOL

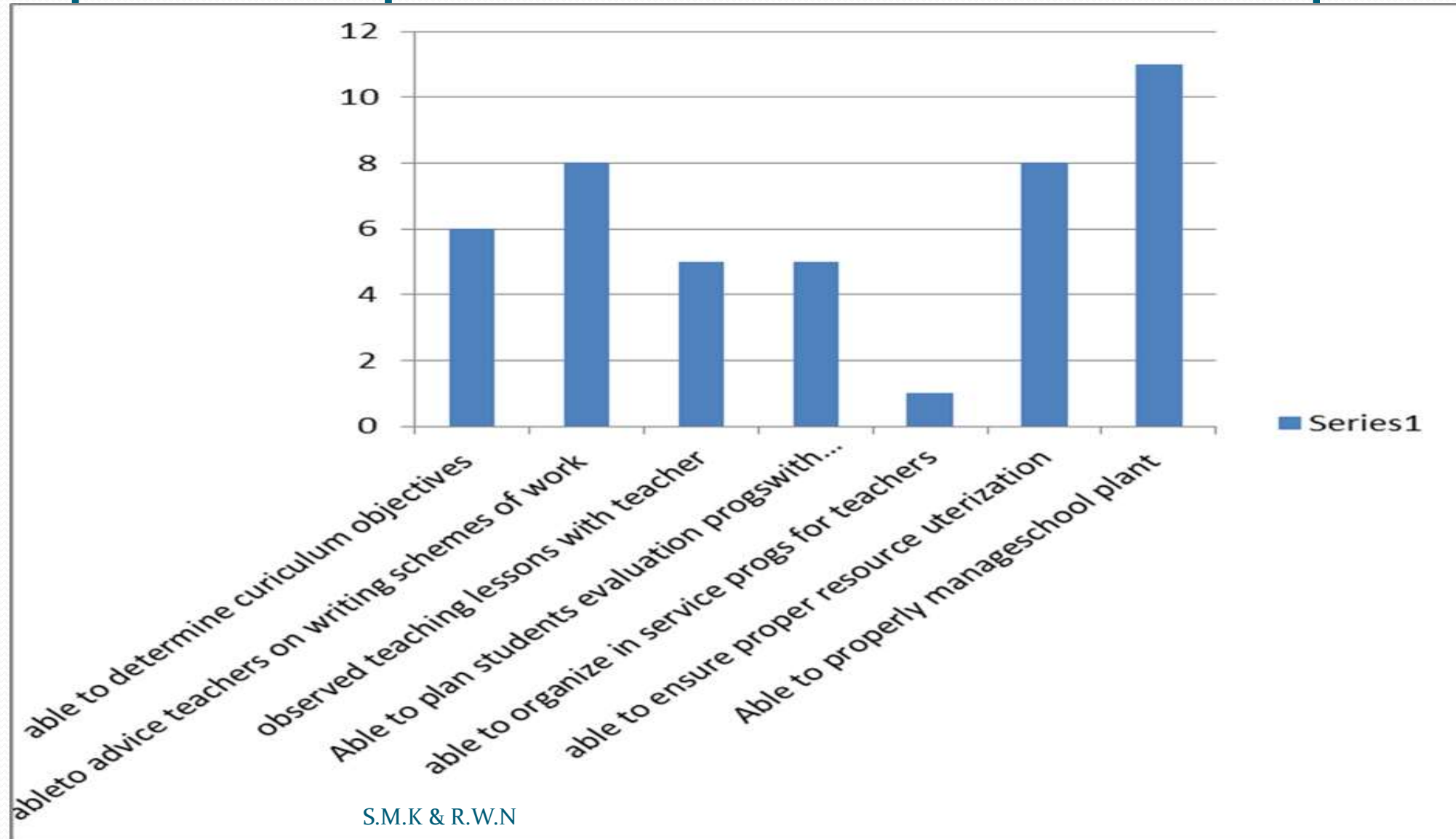
- Curriculum instruction
- Instructional material
- Resource provision
- Management of school finances
- Human resource management

METHODOLOGY

- ❖ Mixed methods paradigm
- ❖ Target population – Secondary school principals in Athi River sub county
- ❖ Stratified random sampling
- ❖ N = 14 public secondary schools principals
- ❖ n =11
- ❖ Data collection instruments – questionnaires , FGDs , Interview guides
- ❖ Quantitative data – SPSS
- ❖ Qualitative data – Narrative reports
- ❖ Reliability & Validity – Method triangulation ,split half method

FINDINGS

Principals competencies in curriculum supervision



PRINCIPALS WAYS OF ACQUIRING LEADERSHIP COMPETENCIES

● **IN SERVICE**

- Ones or twice
- Too compressed
- Detailed
- Compact
- In short duration
- Non evaluated to ascertain content grasp
- KEMI –Diploma in Education Management
- KSSHA – conferences , seminars and workshops
- Should be regular and on going

ON THE JOB TRAINING

- **Day to day experiences** – practical or theoretical
- “**Trial and Error**” , “**Sink or Swim approach**”
- To keep afloat principals reported they had to **keep consulting** with relevant offices and fellow principals .

PRE – SERVICE TRAINING

- Taught **at the university** as theoretical unit in Education
- **Teaching Practice** for Education students

CHALLENGES FACED BY PRINCIPALS IN PERFORMANCE OF OPERATIONAL MANAGEMENT TASKS

Challenge	Frequency No of schools affected from Sampled Schools	Percentage
Inadequate funds	11	100
Teacher shortage	6	54.55
Non defined punishments	9	81.82
Students indiscipline	5	45.45
Drug abuse	9	81.82
Insecurity	7	63.64
Teenage pregnancies	8	72.73
Inadequate facilities	9	81.82
Non committed staff	4	36.36
Weak student leaders	6	54.55
Broken families	10	90.90
HIV/AIDS	9	81.82
Delayed fee payment	9	81.82

CONCLUSION

- The success of any secondary school lies in the principals competencies
- All principals should “BUY” our SLOGAN
“*THE PRINCIPAL IS THE SCHOOL & THE SCHOOL IS THE PRINCIPAL*”
(S.M.K & R.W.N)
- Principals should acquaint themselves with the three essential skills :
Human skills , Technical Skills and Conceptual Skills .
- The teachers employer should come up with modalities of in servicing all teachers promoted to take up principals positions in secondary schools .
- All principals should strive to be better leaders .

RECOMMENDATIONS

- This paper recommends that :
 - Newly appointed principals be inducted through training
 - Study was undertaken in Athi River , a semi urban set up hence similar studies could be conducted in other areas e.g. urban and rural set up
 - Paper addressed leadership competencies manifested in principals similar studies could be undertaken on other competencies such as supervisory competencies and managerial competencies .



THANK
YOU

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