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MARIAM SAIB

MAY 2004
DECLARATION

“I declare that the role of the Senior Management Team in managing outcomes based assessment is my own work and that all the sources that I have used or quoted have been indicated and acknowledged my means of complete references.”

........................
ABSTRACT

Assessment is an integral component of outcomes-based education which requires a paradigm shift in assessment processes. Outcomes-based assessment is more intense than traditional assessment since it reports on many dimensions of performance. Performance is analysed in relation to outcomes and the learning demonstrated and record-keeping is more complex. This study explored the experiences of the Senior Management Team and Foundation Phase educators of a selected primary school regarding outcomes-based education, outcomes-based assessment and its management. A literature review of outcomes-based education, outcomes-based assessment and instructional leadership and an empirical study using a qualitative approach were conducted. Document analysis and semi-structured interviews with educators and school management were used for data-gathering. Findings indicated that the initial implementation of outcomes-based education was problematic, however, effective instructional leadership had improved educators’ understanding and implementation of assessment. Thereafter recommendations were made for the improvement of practice.

KEY WORDS

Curriculum 2005 Literature review
Document analysis Managing
Educators Outcomes-based assessment
Empirical study Outcomes-based education
Findings Qualitative research
Foundation Phase Recommendations
Interview schedule Recording
Instructional leadership Reporting
Kwa-Zulu Natal Senior Management Team
Learners Semi-structured interviews
# TABLE OF CONTENTS

## CHAPTER ONE

**INTRODUCTION, ORIENTATION AND STRUCTURE OF THE STUDY**

1.1 INTRODUCTION ................................................................................................................ 1  
1.2 STATEMENT OF THE PROBLEM .................................................................................. 5  
1.3 AIMS / OBJECTIVES OF THE RESEARCH ................................................................. 6  
1.4 RESEARCH METHODOLOGY ....................................................................................... 7  
  1.4.1 Qualitative research paradigm ............................................................................. 7  
  1.4.2 Setting ..................................................................................................................... 8  
  1.4.3 Interviews ............................................................................................................... 8  
  1.4.4 Sample .................................................................................................................... 9  
  1.4.5 Document analysis ............................................................................................... 9  
  1.4.6 Data analysis procedure ...................................................................................... 10  
1.5 DEFINITION OF TERMS ............................................................................................. 10  
  1.5.1 School Management Team .................................................................................. 10  
  1.5.2 Assessment ........................................................................................................... 10  
  1.5.3 Continuous assessment ....................................................................................... 11  
  1.5.4 Assessment criteria ............................................................................................. 11  
  1.5.5 Assessment tasks ............................................................................................... 11  
  1.5.6 Credit .................................................................................................................... 11  
  1.5.7 Criterion referencing ........................................................................................... 11  
  1.5.8 Critical outcomes ............................................................................................... 12  
  1.5.9 Educator ............................................................................................................... 12  
  1.5.10 Evaluation ........................................................................................................... 12  
  1.5.11 Formative assessment ........................................................................................ 12  
  1.5.12 Learning site ...................................................................................................... 12  
1.6 CHAPTER DIVISION ...................................................................................................... 13  
1.7 CONCLUSION .................................................................................................................. 13
CHAPTER TWO

OUTCOMES-BASED EDUCATION AND ASSESSMENT AND INSTRUCTIONAL LEADERSHIP

2.1 INTRODUCTION ............................................................................................................. 14
2.2 UNDERSTANDING OUTCOMES-BASED EDUCATION.......................................... 15
2.3 OBE’S KEY GLOBAL BELIEFS ABOUT LEARNING AND SUCCESS ............... 16
2.4 KEY PRINCIPLES OF CURRICULUM 2005............................................................... 17
   2.4.1 Critical outcomes.................................................................................................... 18
   2.4.2 Learning area outcomes ..................................................................................... 19
   2.4.3 Specific outcomes ............................................................................................. 19
   2.4.4 Range statements ............................................................................................ 20
   2.4.5 Assessment criteria ......................................................................................... 21
   2.4.6 Performance indicators ................................................................................... 21
2.5 OUTCOMES-BASED ASSESSMENT............................................................................ 22
   2.5.1 Assessment within the new framework ............................................................. 23
   2.5.2 Basic principles and premises that inform the management of
       the assessment process ....................................................................................... 25
   2.5.3 The principles of assessment .......................................................................... 27
   2.5.4 The purpose of assessment ............................................................................. 28
   2.5.5 Features of continuous assessment .................................................................. 29
   2.5.6 What should educators assess? ....................................................................... 30
   2.5.7 Types of assessment ....................................................................................... 31
   2.5.8 Assessment methods for the assessment of the learning process............... 32
       2.5.8.1 Peer assessment ....................................................................................... 32
       2.5.8.2 Self-assessment ....................................................................................... 33
       2.5.8.3 Learner to learner ............................................................................... 33
       2.5.8.4 Learner to group ..................................................................................... 33
   2.5.9 Techniques for assessments ............................................................................. 33
   2.5.10 Tools for assessing learners .......................................................................... 35
       2.5.10.1 Observation ............................................................................................ 35
       2.5.10.2 Profile ...................................................................................................... 36
       2.5.10.3 Class lists .............................................................................................. 37
2.5.10.4 Journal ............................................................................................................. 37

2.5.11 Rubrics or assessment grids ............................................................................. 37

2.5.11.1 Creating a rubric ...................................................................................... 38

2.5.12 Timing of assessment ...................................................................................... 39

2.5.13 Responsibility for assessment ........................................................................ 39

2.6 RECORDING AND REPORTING PROGRESS AND ACHIEVEMENT ......................................................... 40

2.7 OBE AND SUCCESSFUL SCHOOLS ........................................................................... 42

2.7.1 School climate ................................................................................................. 44

2.7.2 School culture .................................................................................................. 45

2.8 LINKING OBE, OUTCOMES-BASED ASSESSMENT AND INSTRUCTIONAL LEADERSHIP ......................................................... 45

2.8.1 Instructional leadership .................................................................................. 46

2.8.2 Linking OBE to instructional improvement and instructional leadership ................................................................. 47

2.8.3 SMTs as instructional leaders and coaches ................................................ 48

2.8.4 Important OBE principles for instructional leaders ..................................... 49

2.8.5 OBE and its implications for SMTs .................................................................. 50

2.8.5.1 The role of the SMT in developing the curriculum .................................... 51

2.8.5.2 Planning .................................................................................................... 53

2.8.5.3 Arrange staff development programmes .................................................. 54

2.8.5.4 The role of the SMT in writing a policy .................................................. 57

2.8.5.5 The role of the SMT in providing information ........................................ 59

2.8.5.6 Organise meetings for the different phases ............................................. 59

2.8.5.7 Formal and informal classroom visits ...................................................... 60

2.8.5.8 The supportive and positive role of the SMT ......................................... 62

2.8.5.9 Monitoring formal assessment ................................................................ 62

2.8.5.10 Recording and reporting of assessment information ............................ 63

2.9 CONCLUSION .............................................................................................................. 64
CHAPTER THREE

RESEARCH METHODOLOGY AND PROCEDURES

3.1 INTRODUCTION .............................................................................................................. 65
3.2 LITERATURE STUDY ..................................................................................................... 66
3.3 THE RESEARCH DESIGN .............................................................................................. 66
  3.3.1 The role of the researcher ...................................................................................... 67
3.4 DESIGN OF THE STUDY .............................................................................................. 67
  3.4.1 Setting ...................................................................................................................... 67
  3.4.2 Sample ..................................................................................................................... 68
  3.4.3 Ethical considerations ............................................................................................ 68
3.5 DATA COLLECTION STRATEGIES ............................................................................ 70
  3.5.1 The interview as a research technique ................................................................. 70
    3.5.1.1 Definition of a research interview ............................................................ 70
    3.5.1.2 Types of research interviews ................................................................. 70
    3.5.1.3 Conducting and recording interviews ..................................................... 71
    3.5.1.4 The interview schedule ................................................................. 72
  3.5.2 Document analysis ................................................................................................. 73
  3.5.3 Triangulation .......................................................................................................... 74
3.6 DATA PROCESSING AND ANALYSIS ......................................................................... 74
  3.6.1 Assembling and organising data ........................................................................... 74
  3.6.2 Method of data analysis ......................................................................................... 74
  3.6.3 Reporting the findings ........................................................................................... 75
3.7 VERIFICATION ................................................................................................................ 75
3.8 CONCLUSION ................................................................................................................... 76

CHAPTER FOUR

ANALYSIS OF FINDING

4.1 INTRODUCTION .............................................................................................................. 77
4.2 FINDINGS OF THE INTERVIEWS AND DOCUMENT ANALYSIS ........................................... 80
4.2.1 View of educators and the SMT of outcome-based education and Curriculum 2005

4.2.1.1 Definition

4.2.2 Problems experienced with OBE and outcomes-based assessment

4.2.2.1 Poor implementation

4.2.2.2 Poor quality of training

4.2.2.3 Complex terminology

4.2.2.4 Too much work

4.2.2.5 Vague understanding of principles of assessment

4.2.2.6 Equating continuous assessment with outcome-based assessment

4.2.2.7 Inexplicit assessment criteria

4.2.2.8 Effect on the school climate

4.2.3 OBE: Teaching methods

4.2.3.1 Traditional method verses OBE and Curriculum 2005

4.2.3.2 Importance of outcomes

4.2.4 Outcomes-based assessment

4.2.4.1 Defining the assessment process

4.2.4.2 Assessing outcomes

4.2.4.3 Methods, tools and techniques of assessment

4.2.4.4 Formative and summative assessment

4.2.4.5 Rubrics or assessment grids

4.2.4.6 Learner centred and learner paced activities

4.2.4.7 The SMT’s perceptions of assessment in the Foundation Phase

4.2.5 Outcomes-based assessment: policies, guidelines and records

4.2.5.1 Access to information

4.2.5.2 Knowledge of outcomes-based assessment and OBE documents

4.2.5.3 Recording learner’s progress

4.2.5.4 Portfolio assessment

4.2.5.5 Reporting

4.2.6 Management of OBE and assessment

4.2.6.1 Educator perspectives on the role of the SMT

4.2.6.2 Effective management

4.2.6.3 Participation and team work

4.2.6.4 Parental involvement
4.2.7 Instructional leadership and management............................................. 109
  4.2.7.1 Planning ....................................................................................... 109
  4.2.7.2 Providing curriculum guidance and support ................................. 110
  4.2.7.3 Providing follow-up and support .................................................. 112
  4.2.7.4 Interpersonal relations ................................................................. 113
  4.2.7.5 Effective time management .......................................................... 113
  4.2.7.6 Encouraging reflective practice .................................................... 114
  4.2.7.7 Drawing up policy ........................................................................ 115
  4.2.7.8 Monitoring formal assessment ...................................................... 116

4.2.8 Coming to grips with OBE: SMT’s initiatives............................................. 117
  4.2.8.1 Staff development programmes, meetings, discussions and workshops.. 118
  4.2.8.2 OBE resources................................................................................ 119

4.3 CONCLUSION............................................................................................. 120

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION......................................................................................... 121
5.2 SUMMARY.................................................................................................... 121
5.3 CONCLUSIONS............................................................................................. 127
  5.3.1 Conclusions from literature................................................................... 127
    5.3.1.1 The complex and contested issues of OBE ................................. 127
    5.3.1.2 Outcomes-based education and Curriculum 2005 ....................... 128
    5.3.1.3 Outcomes-based assessment ......................................................... 129
    5.3.1.4 Curriculum development and instructional leadership .................. 129
    5.3.1.5 The role of the SMT as instructional leader and coach ................. 130
  5.3.2 Empirical conclusions ......................................................................... 130
    5.3.2.1 Perceptions and experiences of educators and the SMT of OBE and Curriculum 2005 .......................................................... 130
    5.3.2.2 Perceptions and experiences of educators and the SMT of outcomes-based assessment ................................................................. 131
    5.3.2.3 The role of the SMT in managing OBE and outcomes-based assessment ......................................................................................... 131
5.3.2.4 Encouraging reflective practice

5.4 RECOMMENDATIONS

5.4.1 Professional development programmes

5.4.2 In-service programmes

5.4.3 Parental involvement

5.4.4 Guidelines for learner centred tasks and group work

5.4.5 Tracking and recording a learner’s progress

5.4.6 ‘Time off’ for the SMT

5.4.7 Explicit assessment criteria

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

5.5.1 Expansion of research to other contexts

5.5.2 Evaluating the authenticity, reliability and validity of classroom based assessment in the Foundation Phase

5.5.3 Comparing the levels of competency of learners using OBE and the traditional approach to teaching and learning

5.5.4 The management of OBE and its effects on learners’ schooling experiences and achievements

5.6 CONCLUSION

Bibliography

Appendix A

Appendix B

Appendix C

Appendix D

Appendix E

Appendix F

Appendix G

Appendix H

Appendix I

List of Tables

Abbreviations
LIST OF TABLES

Table 2.1: Differences between traditional, product-orientated assessment and continuous Assessment ........................................................................................................................................... 25

Table 4.1: Learner’s Portfolio Checklist......................................................................................... 102

Table 4.2: Educator’s Portfolio Checklist....................................................................................... 103
# ABBREVIATIONS

The following abbreviations were used in this dissertation:

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOE</td>
<td>Department of Education</td>
</tr>
<tr>
<td>EPL</td>
<td>Executive Professional Leadership</td>
</tr>
<tr>
<td>GET</td>
<td>General Education and Training</td>
</tr>
<tr>
<td>HSRC</td>
<td>Human Science Research Council</td>
</tr>
<tr>
<td>NQF</td>
<td>National Qualifications Framework</td>
</tr>
<tr>
<td>OBE</td>
<td>Outcomes-Based Education</td>
</tr>
<tr>
<td>SAQA</td>
<td>South African Qualifications Authority</td>
</tr>
<tr>
<td>SAT</td>
<td>School Assessment Team</td>
</tr>
<tr>
<td>SDP</td>
<td>Staff Development Programme</td>
</tr>
<tr>
<td>SDT</td>
<td>Staff Development Team</td>
</tr>
<tr>
<td>SMT</td>
<td>School Management Team</td>
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