



GOVERNMENT OF THE PUNJAB
SCHOOL EDUCATION DEPARTMENT

Dated Lahore the 12th July, 2019

NOTIFICATION

No. SO(SE-III)5-226/2017. In supersession of this Department's Notifications of even number dated 12.09.2017 & 18.12.2018, the Competent Authority has been pleased to revise TORs of AEOs. The AEOs will now perform two primary responsibilities:

- (i) provide general school support; and
- (ii) support Head Teachers and Teachers in their leadership, management, and instruction roles as elucidated below.

1. School Support

The AEOs will provide general school support in the following ways:

1. The AEOs will support Head Teachers in:
 - Developing the School-Based Improvement Plan (SBIP)¹ in accordance with the School Improvement Framework (SIF)²
 - Implementing the SBIP.
 - Conducting regular self-appraisals of their schools' effectiveness in terms of the SIF.
 - Tracking progress of each component of the SBIP for all schools in their span.
 - Management and administration of their schools. This includes HR management of both teaching and non-teaching staff assigned to the schools.
 - Effectively constituting and engaging with the School Councils (SCs).
 - Maintaining the Student Information System (SIS) with valid and accurate information at all times.
2. The AEOs will support School Councils (SCs) to:
 - Effectively engage with local communities and philanthropists to play an active role in school improvement.
 - Optimally utilise NSB funds in accordance with NSB guidelines for school improvement (planning/management).
 - Help create awareness about the importance of schooling, sports, health and effective parent-child interactions on a regular basis.
3. The AEOs will provide miscellaneous school support such as:
 - **Staff motivation:** AEOs will play a leadership role to inculcate integrity, ownership and continuous reflection / improvement among all school staff.
 - **Student health and hygiene:** AEOs will maintain regular contact with School Health & Nutrition Supervisors (SHNS) to follow-up on screening and treatment of students.

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1. Each school will develop a structured School-Based Improvement Plan based on standardized templates.
 2. School Improvement Framework will provide a measure of schools' effectiveness in terms of well-defined indicators covering multiple dimensions, including participation, infrastructure, as well as teaching and learning practices.

2. Academic Leadership

The AEOs will provide academic leadership in the following ways:

1. The AEOs will support Head Teachers in:

- Ensuring that the school-based assessments are regularly conducted by the teachers in accordance with the standards of conduct.
- Ensuring that teachers use the results of the assessments to respond to each student's individual needs on a regular basis.
- Ensuring that teachers are aware of and adhere to their professional code of conduct in discharge of their instructional responsibilities.
- Ensuring that teaching and learning aids and other infrastructure for learning is well kept and optimally used.
- Conducting extra-curricular and co-curricular activities for a wholesome personality development of all enrolled students.
- Ensuring that each school is accommodating of special needs of students with mild and moderate disabilities.
- Creating an environment which is child-friendly and conducive to learning.

2. The AEOs will support high-quality instruction by teachers by:

- Conducting classroom observation and providing feedback to teachers for improvement of their teaching practice. AEOs will conduct at least two classroom observations per school per month and record observation data using the AEO classroom observation app (s).
- Supporting teachers directly in creating a child-friendly learning environment
- Supporting development of a *community of practice*, as part of teachers' Continuous Professional Development (CPD).
- Encouraging teachers to use teacher guides and additional supplementary materials including identification and use of digital material.
- Helping teachers maintain students' progress reports on monthly basis and facilitating productive quarterly parent-teacher meetings.
- Resolving any issues facing the teachers in school in consultation with the Head Teacher and School Council members.

SECRETARY SCHOOL EDUCATION

No & Date even:

A copy is forwarded for information and necessary action to:

1. The Chief Secretary Punjab, Lahore.
2. The Chairman, P&D Board, Punjab, Lahore.
3. The Secretary, Finance Department.
4. The Secretary, Planning and Development Department, Lahore.
5. The Member, Social Sector, P& D Board, Punjab, Lahore.
6. Programme Director, PMIU.
7. Director General, Quaid-e-Azam Academy for Educational Development, Lahore.
8. Chief Executive officer, PEC.
9. Managing Director, Punjab Text Book Board Lahore.
10. The Chief, Education, P&D Board, Punjab, Lahore.
11. Ms. Fatima Zaidi, Head, SMU, Lahore.

12. Team Leader, TAMO, Lahore.
13. Mr. Benjamin Gibbons, CM Roadmap Team, Lahore.
14. All Commissioners in Punjab.
15. All Deputy Commissioners in Punjab.
16. All Chairpersons, District Education Authorities in Punjab.
17. All CEOs, District Education Authorities in Punjab.
18. All DEOs (EE-Male / Female) in Punjab.
19. PS to Minister for School Education, Punjab, Lahore.
20. All AEOs in Punjab,
21. Notification file.


ASMA AHMAD
SECTION OFFICER (SE-III)

CC:

1. All Additional Secretaries, School Education Department.
2. All Deputy Secretaries, School Education Department.
3. All Section Officers, School Education Department.
4. PS to Secretary School Education.
5. PS to Special Secretary School (Operations).