

Better teacher appraisal and feedback: improving performance

A Toolbox for schools to implement a new system of teacher appraisal and feedback

Actions	Description	Stakeholders
1. Identify how system objectives relate to the school.	These should focus on student performance and effective teaching and learning.	School principal
2. Develop school objectives	Develop objectives that reflect those of the system and of their school community. This must involve all staff, and must set high expectations, particularly for lower socio-economic status schools.	School principal, school leaders, and teachers with input from parents
3. Develop rationale for teacher appraisal and feedback	The school principal must be explicit about why teacher appraisal and feedback matter and how they will work. The principal should focus on improved student learning, increasing teacher effectiveness and greater collegiality and professional collaboration in the schools.	School principal
4. Develop teacher objectives	Explicit statements of what constitutes effective teaching and learning must be developed in each school, setting a benchmark for teacher appraisal and feedback.	School principal, school leaders and teachers
5. Develop balanced scorecard	A balanced scorecard should be developed that reflects school and teacher objectives. These will define the important aspects of a teacher's role as the focus of appraisal and feedback.	School principal, school leaders and teachers
6. Choose appraisal methods	The appropriate appraisal and feedback methods should match the culture of the school and the aspects emphasised in the balanced scorecard.	School principal, school leaders and teachers
7. Setting roles for teachers and school leaders	New systems of appraisal and feedback will require new roles for teachers and school leaders. These roles and responsibilities should be explicitly detailed and discussed with all teachers.	School principal with input from school leaders and teachers
8. Develop training programs	Most school leaders and teachers will need training for their new roles. Training should focus on the specific methods of teacher appraisal and feedback chosen for the school.	School principal
9. Implementation and planning	Schools should develop detailed implementation plans, taking into account the school's situation and culture. Key roles for school leaders should also be identified.	School principal, school leaders and teachers
10. On-going monitoring and evaluation	Schools should continually monitor, evaluate and develop the system to ensure improving student performance.	School principal and school leaders