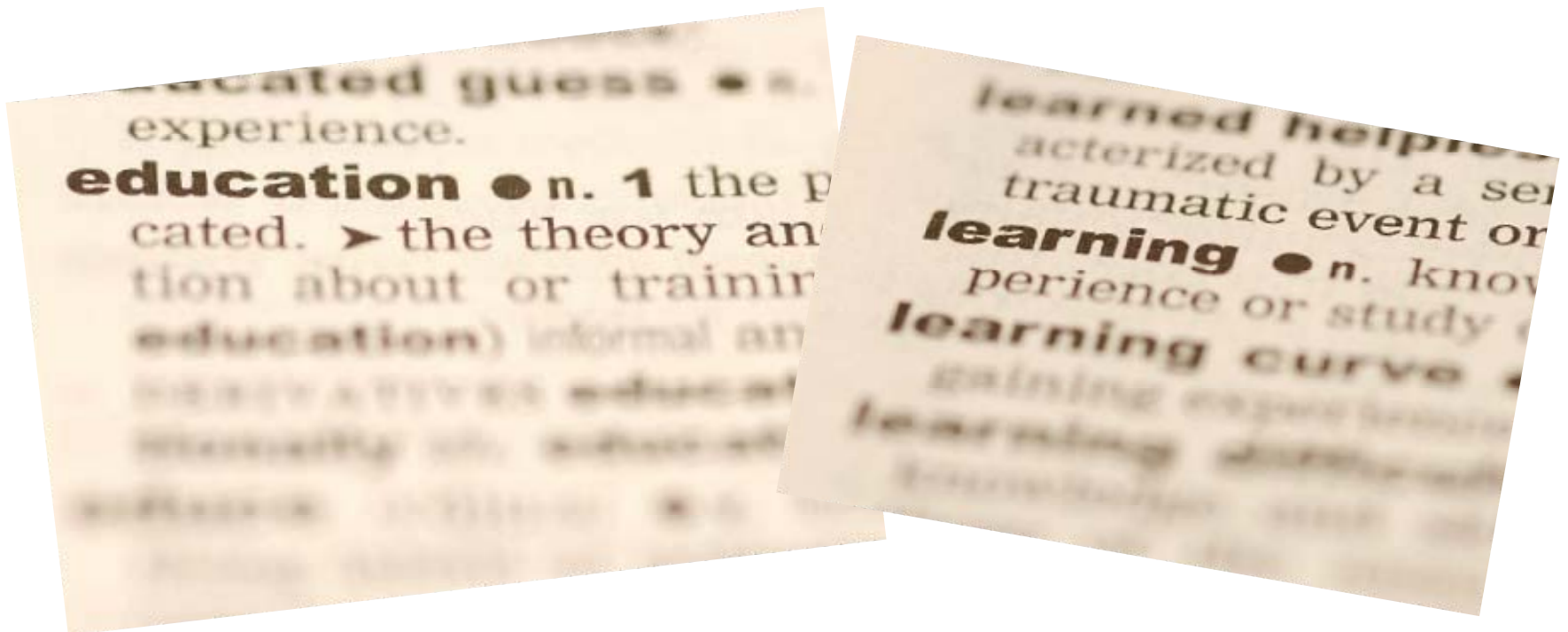


Performance Review and Staff Development



SOUTH EASTERN EDUCATION
AND LIBRARY BOARD

Reviewing the Principal's Performance



Programme

- Introduction to the Seminar
- An Overview of the PRSD scheme
- Establishing Objectives for a Principal's Review, Monitoring and Reviewing Performance
- Summary, Questions & Conclusion

Expected Outcomes of the Conference

The seminar will

- Provide governor reviewers with an overview of the scheme
- Suggest that PRSD can make a significant contribution to school development
- Explain the implications of the scheme for teachers, principals and boards of governors
- Explore the key elements of the PRSD scheme in some detail
- Enable governor reviewers to carry out their responsibilities and fulfil their roles more effectively regarding PRSD
- Detail sources of further information, guidance and support

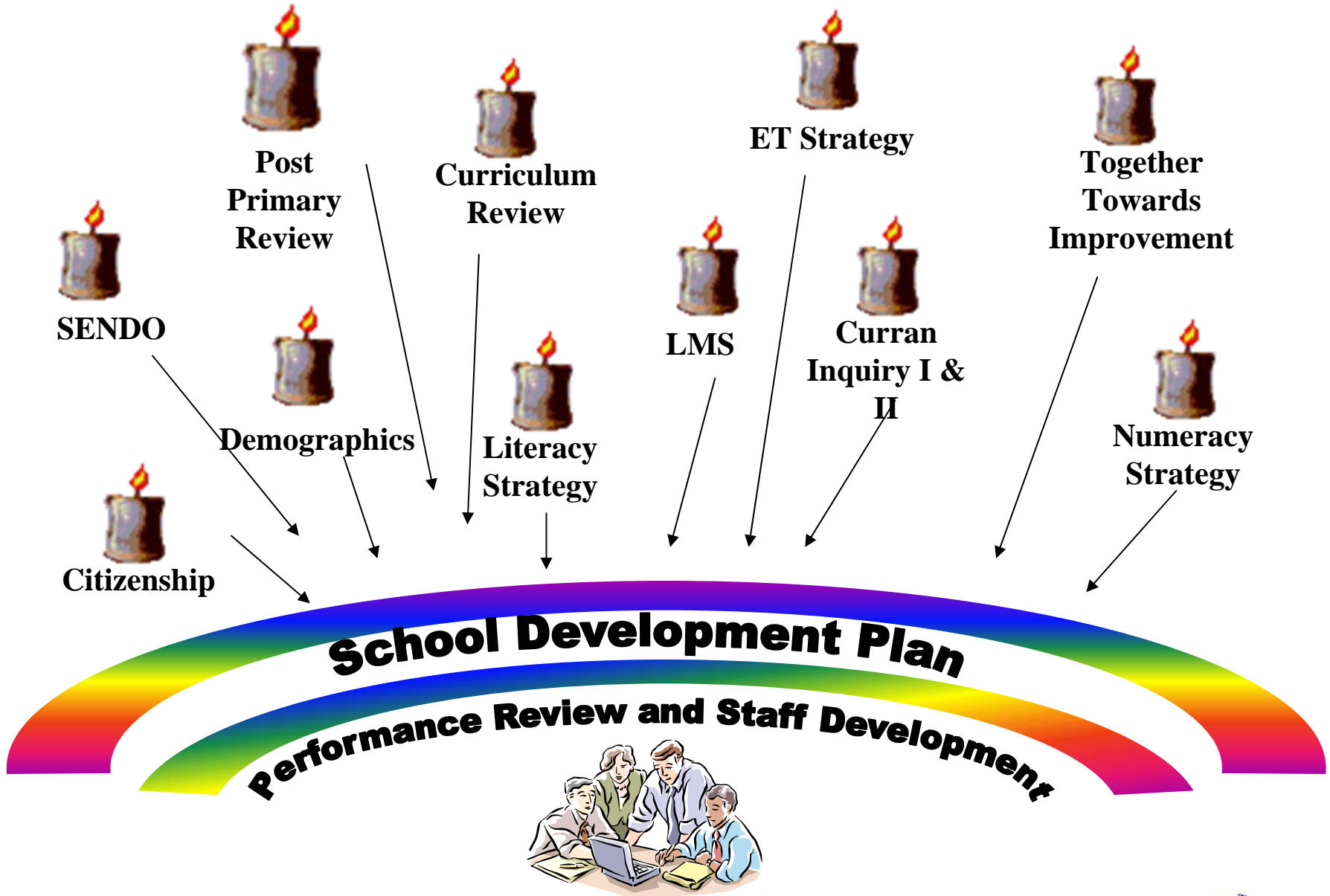
Expected Outcomes of the Conference

The seminar **cannot**

- consider whether or not PRSD should be introduced
- discuss the strengths and weaknesses of the scheme
- deal with matters relating to pay and funding
- provide detailed information about every aspect of the scheme

Context for PRSD

- An agreed scheme
- Operational from September 2005
- Builds on existing practice
- Roles and responsibilities for governors
- Links to school development plan
- Focuses on professional development
- Promotes effective leadership



Vision

(PRSD Scheme – Vision Statement)

- The scheme's vision statement says that it is integral to the **school development planning** process
- recognises the **significant skills, abilities and experience of teachers**
- will foster their **continuing professional development**
- will seek to provide for **all pupils the highest quality learning and teaching**

Aims

(PRSD Scheme 2.1)

The scheme declares that it aims to

- recognise the **contribution of teachers** to achieving the aims of the school development plan and help them to identify ways of enhancing their skills and performance
- identify the **professional needs** and necessary resources to support teachers in their **professional development and career progression**
- increase **teachers' participation in decision-making** and career planning
- develop in teachers a **greater sense of control** over their work

Aims

(PRSD Scheme 2.1)

The scheme goes on to state that it seeks to

- enhance the **quality** of education
- inform the **management of schools**
- improve teacher **morale** and **motivation**
- be seen by staff as **enabling**
- be **manageable** and **minimise** bureaucracy

Activity 1

- Reflect on the aims listed above.
- How well advanced are these in your school?
- Note these in your workbook

5 mins

Key Principles

If the scheme's aims are to be achieved, the review process in schools must be built on the following

- professionalism
- confidentiality
- sensitivity
- openness and transparency
- equality and fairness
- trust and confidence

Further information

**PRSD Handbook
Section 4.4**

Roles and responsibilities

- Employing authorities
- Boards of Governors
- Designated Governor reviewers
- Principals
- Teachers as reviewers
- Teachers as reviewees
- External advisers

Further information

**PRSD Handbook
Section 6**

Roles and Responsibilities of Board of Governors

- Preparing a School PRSD policy
- Ensuring the professional development and performance of teachers is reviewed annually in accordance with the scheme
- Designating two governor reviewers
- Taking review outcomes into account for pay progression
- Ensuring equal opportunities
- Complying with quality assurance/monitoring procedures
- Further information: Handbook Section 6.2

Responsibilities of Governor Reviewers

- Minimum of two reviewers (*1 as lead contact*)
- Assisted by an external adviser
- Three personal/shared objectives
- Related to school development plan and informed by the National Standards for Headteachers (Revised Edition)
- Two periods of task observation
- Review discussion and statement

Further Information

PRSD Handbook

Role of external adviser

- managed and deployed by the relevant employing authorities
- trained and accredited by RTU
- responsible for supporting and advising designated governor reviewers

Further information

**PRSD Handbook
Section 6.3**

- **NOTE – external advisers are not reviewers**

The Annual Review Cycle

- The review process has three stages
 - Stage One - Planning and Preparation for the Initial Review Meeting
 - Stage Two - Monitoring and Collecting Relevant Information
 - Stage Three - Review Discussion and Concluding Statement

Review Cycle Year 1

(& New Reviewers)

(PRSD Scheme 2.2 & 4.1)

Reference

PRSD Handbook

*Flow Chart
Appendix*

Initial Review Meeting

**Monitoring and
evidence gathering**

**Review
discussion and
review statement**

**Review statement
Annex**

Preparing for Stage I - initial review meeting

- agreed dates established (reviewers/principal/external adviser)
- participants prepare for the initial meeting
 - sharing information with External Adviser
 - principal meets with External Adviser
 - Governor Reviewers may also meet with the External Advisers
- all 3 parties meet in the initial meeting

Initial Review Meeting (what happens)

- establishing objectives that
 - meet criteria:
 - personal/professional development
 - leadership and management and
 - pupil and curriculum development
 - are linked to the school development plan
 - are informed by National standards for Headteachers
 - are appropriately challenging
 - take cognisance of employing authority advice
 - are SMART
 - are documented as a record

**Further information
PRSD Handbook
Section 5 & 6**

A Process for Establishing Review Objectives

Vision and aims



Development priorities



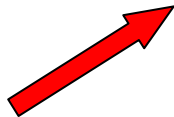
Actions to enable these priorities to
be achieved



Objectives

Three objectives

One from each of the three areas
Related to the school development plan
SMART



Principal's personal
professional
priorities and aspirations

Principal's roles
and responsibilities

Workshop 1

- Establishing Objectives for a Performance Review
- Time - 20 minutes

Reference

Conference Workbook

what will help

- Recognise that this is A new and challenging process
- Stick to the scheme and follow the guidance
- Use the external adviser as A resource
- Negotiate with the principal to seek agreed objectives
- Accept that it will take time to get it right
- Always keep the big picture in mind – what difference will this make to the learning lives of children in your school

Review Cycle Year 1

(PRSD Scheme 2.2 & 4.1)

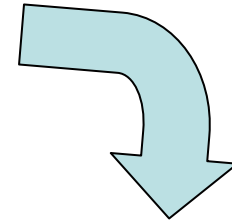
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PRSD Handbook

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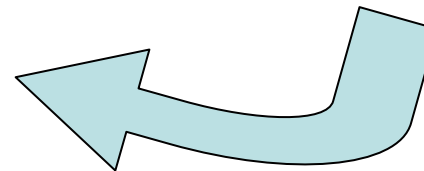
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Initial Review Meeting

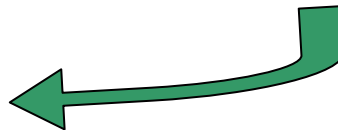


**Monitoring and
evidence gathering**

**Review
discussion and
review statement**



**Review statement
Annex**



Monitoring Progress and Collecting Relevant Information

- Purpose - to gather evidence that
 - informs the review discussion
 - is relevant/appropriate to the agreed objectives
 - is sufficient to allow judgements about performance and the achievement of objectives to be made
- Task and/or classroom observation
 - part of the evidence requirements
 - planning and preparation
 - feedback and keeping a record
- The Code of Practice (Appendix III)
- Key principles

Classroom/Task Observation

(PRSD Scheme 4.7)

Session 2

- part of the review process for everyone
- occurs on **2 occasions** – of a maximum period of **1 hour** and to take place prior to the review discussion
- related to the objectives set at the initial meeting
- designed to provide relevant evidence
- conducted in a manner consistent with **fundamental principles**
- use of **observation recording documentation** is agreed and planned for

Review Cycle Year 1

(PRSD Scheme 2.2 & 4.1)

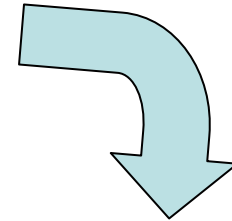
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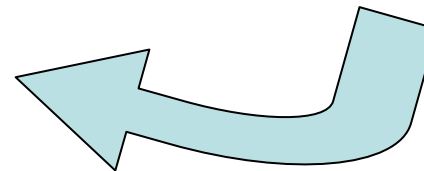
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Initial Review Meeting



**Monitoring and
evidence gathering**

**Review
discussion and
review statement**



**Review statement
Annex**



Review Discussion

- **When it happens**
 - At the end of the review cycle
- **Who attends**
 - Reviewers, external adviser and principal
- **Purposes**
 - To discuss all relevant evidence
 - To assess of performance against objectives
 - To discuss the principal's career aspirations
 - To note any personal and/or professional development needs arising
- **Outcome**
 - Action plan to achieve personal and professional development needs
 - Begin the next review cycle and establish 3 objectives for the in-coming year

Review statement

- An agreed record of the conclusions reached
 - prepared by the reviewers and agreed by the principal and signed by both
 - a brief and concise summary of the review discussion which records
 - the principal's performance
 - any personal and professional development needs (in a separate annex)
 - an action plan and objectives for the in-coming year
- Prepared within 10 working days of the review meeting
- A confidential document (refer to guidance)

Workshop 2

- completing the review statement
- Time – 20 minutes

Reference

Conference Workbook

Review Cycle Thereafter

**Review discussion,
review statement and
setting objectives for
next cycle**

**Monitoring and
evidence gathering**

**Review statement
Annex**

Summary of Key Points for Boards of Governors

- Boards of Governors have a legal responsibility to ensure the professional development and performance of teachers are reviewed annually in accordance with the scheme
- Boards of Governors have a duty to prepare a PRSD policy, consulting with teachers, and ensuring that it is implemented effectively
- Designated governors are responsible for establishing the objectives for and reviewing the performance of the principal

Success factors

PRSD is more likely to be successful if governors recognise that:

- it builds on existing arrangements - SDPR and Threshold
- it provides a framework, linked to school development planning
- careful preparation and sensitive implementation are vital
- the key lies in getting the performance objectives right, ensuring they are challenging and appropriate. The process needs to be robust
- the emphasis throughout has to be on professional development
- it can lead to greater school effectiveness and if worked properly will meet the stated aims and objectives of the scheme

Before you leave!

- Evaluation Forms
- Further information can be accessed at

www.rtuni.org

Any Questions