

TEACHERS SERVICE COMMISSION



Teacher Performance Appraisal and Development Tool

TSC NO.	
NAME	
DESIGNATION	
INSTITUTION	
SUBCOUNTY	
COUNTY	

Period of Appraisal: From _____ To _____

PART 1.0. PREAMBLE

Pursuant to section 11 (f) and 35(i) of TSC Act 2012 the Commission is mandated to monitor the conduct and performance of teachers in the teaching service. In this regard the Commission has introduced an open Performance Appraisal System for teachers to strengthen supervision and to continuously monitor their performance in curriculum implementation at the institutional level. The appraisal system shall be used to provide feedback, improve communication, and clarify roles and responsibilities.

The Code of Regulation for Teacher stipulates that, the Commission shall in administering the performance appraisal system-

- i. Require heads of institutions to provide oversight role in the performance appraisal for the teachers in their respective institutions;
- ii. Use performance appraisal reports for purposes of promotion, deployment and other rewards as may be prescribed from time to time;
- iii. Identify training needs and taking corrective measures in cases of unsatisfactory performance; and
- iv. Develop and review criteria, guidelines and tools for performance appraisal from time to time, which shall be accessible in the Commission's website or as the Commission may advise.

1.1. Purpose

To review and improve teaching standards through a systemic appraisal approach, with a view to evaluate teachers' performance and promote professional development for enhanced learning outcomes.

1.2. Objectives

- i. To provide quality education to learners in all public institutions.
- ii. To give teachers opportunity to improve on their performance competencies.
- iii. To analyze teachers' performance gaps and provide support for professional development.
- iv. To maintain cumulative records of teaching and learning performance for decision making.
- v. To provide for fair, effective and consistent teacher evaluation.

1.3. General Guidelines/ Instructions

- i. All teachers are advised to read and understand the Teachers Performance Appraisal and Development Manual before they undertake the appraisal process.
- ii. The appraisal tool must be completed by all teachers, including school administrators, in triplicate. Each teacher shall retain a copy, a second copy will be filed in school and the third copy shall be submitted to the TSC county office.
- iii. The termly evaluations will cumulatively constitute the Annual Appraisal Report.

- iv. The Performance Competency Areas shall form the basis of the appraisal and development plan.
- v. The appraisee and appraiser shall discuss, agree on the targets and evaluate performance.
- vi. The content of the appraisal shall only be shared between the appraisee, appraiser and countersigning officer/arbitrator.
- vii. Every head of institution shall submit an annual staff appraisal report to the TSC County Director through the Sub-County Director, by 10th January of the subsequent year.
- viii. The appraisal reports for all teachers shall be tabled before the school Board of Management by the secretary for consideration.
- ix. The TSC County Director will analyze the teachers' appraisal reports and submit the summary to the TSC headquarters.
- x. Refer to annexes 1 to 4 for the records to be maintained in line with appraisal process. The annexes will be used and retained at the school level and will only be submitted on request.

1.4.Appraisal Procedure

- i. A teacher in a primary educational institution shall be appraised by the deputy head of institution and the appraisal report confirmed by the head of institution.
- ii. A deputy head of institution in a primary educational institution shall be appraised by the head of institution and the appraisal report confirmed by the Sub County Director.
- iii. A head of institution in a primary educational institution shall be appraised by the Sub County Director and the appraisal report confirmed by the County Director.
- iv. A teacher, tutor or lecturer in a post-primary institution shall be appraised by the head of department or in his absence, the deputy head of institution and the appraisal report confirmed by the head of institution.
- v. A head of department in a post-primary institution shall be appraised by the deputy head of institution and the appraisal report confirmed by the head of institution.
- vi. A deputy head of institution in a post-primary institution shall be appraised by the head of institution and the appraisal report confirmed by the Sub County Director.
- vii. A head of institution in a post primary institution shall be appraised by the Sub County Director and the appraisal report confirmed by the County Director.

1.5.Failure to Comply with Appraisal Requirements

In reference to the Code of Regulation for Teachers, the Commission may take disciplinary action against a teacher who-

- i. Fails to complete and submit an appraisal report to the supervisor; or
- ii. Refuses or neglects to discuss or sign the appraisal report with the supervisor.
- iii. Any teacher who consistently displays poor performance or adverse appraisal ratings may after due process have his services terminated.

Further, the Commission may take similar disciplinary action against-

- i. A supervisor/appraiser who fails to appraise the teacher as required.
- ii. An appraiser/ head teacher who manipulates or falsifies appraisal records and reports.
- iii. A head teacher who delays or fails to submit annual appraisal reports.

PART: 2.0. PERFORMANCE EVALUATION

The performance appraisal process shall include;

a) Appraisal Targets Setting Meeting(must be held before the beginning of each term)

During this meeting, the appraisee and appraiser are both required to:

- i. Share understanding of what appraisal entails and how it will work.
- ii. Share understanding of the Performance Competency Areas.
- iii. Agree on performance targets to be addressed and document them in part 2.2 of this document.
- iv. Agree on appraisal activities' calendar.

b) Continuous Observation and Assessment:

The heads of institutions are obligated to provide an oversight role in the performance appraisal for the teachers in their respective institutions.

Further they are required to continuously monitor and evaluate the appraisal process and submit termly report to the County Director through the Sub-County Director.

Performance appraisal is a continuous interactive process between appraisee and appraiser, in which they are required to;

- i. Constantly consult and request for/offer support where necessary.
- ii. Ensure the activities calendar is adhered to.
- iii. Ensure that all the required professional records are maintained.
- iv. Plan for termly lesson observations.
- v. Involve Curriculum Support Officers to provide professional guidance.

c) Appraisal Rating Meeting

Though the rating is done at the end of the term, the appraisee self-appraisal rating must be continuous within the term and so the appraiser's rating. These individual rating scores leads to the negotiations for the agreed termly rating. This is the last appraisal activity of the term where-

- i. The appraisee and the appraiser discuss observations, assessment and complete the termly appraisal.
- ii. The teacher's performance for the term is evaluated against the Performance Competency Areas and appraisal rating for the term is agreed upon.
- iii. Areas that require support and development during the following term are identified and a development plan is generated.
- iv. A report on learners' achievements is discussed with a view to further improvement.
- v. In the case of disagreement between appraisee and appraiser rating an arbitrator is involved to make a final decision.

2.1. EVALUATION CRITERIA AND RATING

This rating shall be used to establish the extent to which the teacher has met the targets set in each of the Performance Competency Areas and final annual performance.

Rating Grade	Rating Indicator	Rating Scale	Annual Rating Score
Very Good	Fully met & exceeded the targets	5	81% - 100%
Good	Fully met the targets	4	61%-80%
Average	Met most of the targets	3	41%-60%
Below Average	Met some of the targets	2	21%-40%
Inadequate	Did not meet the targets	1	0% - 20%

2.2. TEACHING STANDARDS

						Rating Scale (1-5) for each Target													
Performance Competency Areas		Performance Indicators		Performance Targets		Teaching/Learning Outcomes			Appraiser Rating		Appraiser Rating		Agreed Rating						
									Term 1	Term 2	Term 3	Term 1	Term 2	Term 3	Term 1	Term 2	Term 3		
1 Professional knowledge and Application (25 marks, maximum 5 Targets)																			
Ability to prepare; <ul style="list-style-type: none"> • Schemes of work, Lesson plans and Lesson notes based on current curriculum and syllabi, • Records of Work, Teaching/learning aids, assess learners. • Provide feedback and prepare and maintain learners’ progress records. • Individualized Education Programs. 		Availability and use of: <ul style="list-style-type: none"> • Approved schemes of work, Lesson plans, Lesson notes, Records of Work, text books teaching/learning aids. • Test/examinations, marking scheme, learners marked exercise book/marked test papers and learners progress records; mark sheet • Individualized Education Programs. • Timely syllabus coverage. • Lesson observation rating. 		1. Lesson observation(compulsory target) 2. 3. 4. 5.		<ul style="list-style-type: none"> • Performance Index – enhanced knowledge in subject area. • Improved scores in tests and examinations. • Ability to recall learnt content. • Ability to apply knowledge learnt in solving practical problems. • Effective Syllabus coverage. 													

					Rating Scale (1-5) for each Target								
Performance Competency Areas		Performance Indicators	Performance Targets	Teaching/Learning Outcomes	Appraisee Rating			Appraiser Rating			Agreed Rating		
					Term 1	Term 2	Term 3	Term 1	Term 2	Term 3	Term 1	Term 2	Term 3
2 Time Management (10 marks, maximum 2Targets)													
	Ability to manage teaching time through; <ul style="list-style-type: none"> punctual and consistent class attendance, observance of the school time table, Attendance of other school activities and staff meetings. 	Records of; <ul style="list-style-type: none"> Punctuality in reporting to duty and Lesson attendance Teacher presence, Lesson taught/ missed, records of lessons recovered, records of remedial lessons, staff meeting attendance. Timely preparation of professional records. 	1. 2.	<ul style="list-style-type: none"> Increased contact hours. Learners improved time management skills. Improved learners' performance. Improved attendance of school activities by learners. Acquisition of wide knowledge. 									
3 Innovation and creativity in teaching (10 marks, maximum 2Targets)													
	Ability to; <ul style="list-style-type: none"> Improvise and use locally available resources for effective teaching and 	Evidence of use of; <ul style="list-style-type: none"> teacher prepared teaching/learning aids, ICT to access Educational Resources, ICT integration in teaching and learning in order to improve knowledge 	1.	<ul style="list-style-type: none"> Improved learners' knowledge in ICT. Active learner participation. learners ability to; develop their own learning materials, 									

						Rating Scale (1-5) for each Target								
Performance Competency Areas		Performance Indicators	Performance Targets	Teaching/Learning Outcomes		Appraisee Rating			Appraiser Rating			Agreed Rating		
						Term 1	Term 2	Term 3	Term 1	Term 2	Term 3	Term 1	Term 2	Term 3
	learning outcomes. • Integrate technology in teaching and learning process.	content and curriculum delivery. • Use of any other relevant approach.	2.	<ul style="list-style-type: none"> • Enhance learners' creativity in applying ICT in their learning. • Enhance creative thinking. • Development of new concepts. 										
4	Learner protection, safety, discipline and teacher conduct(20 marks, maximum 4 Targets)													

						Rating Scale (1-5) for each Target											
Performance Competency Areas		Performance Indicators		Performance Targets		Teaching/Learning Outcomes			Appraiser Rating			Agreed Rating					
									Term 1	Term 2	Term 3	Term 1	Term 2	Term 3	Term 1	Term 2	Term 3
	Knowledge of matters related to; <ul style="list-style-type: none"> Sexual, mental/ psychological, physical harassment/ abuse and the appropriate solutions. Adherence to legal and professional provisions governing provision of education. 	Evidence of; <ul style="list-style-type: none"> Compliance with CORT, COCE, and Children’s Act and other statutory regulations regarding Children’s Rights. use of teaching/learning aids that support learners safety and promote self-awareness create child friendly learning environment Sensitization Programmes. Records of learners discipline cases and interventions. Evidence of parental involvement in learner discipline. 	1. 2. 3. 4.	<ul style="list-style-type: none"> Improved learners performance, Improved learner attendance. High retention rate. Improved professional teacher/learner relationships Decreased learner discipline cases. 													

Annual Learners' Progress Record for all Subjects

Subject Mean Score	Class/Form	Term 1	Term 2	Term 3
1.				
2.				
3.				
4.				
5.				

Lesson Attendance

	Total number of lessons to be taught	Actual number of lessons taught	Percentage of lessons taught	Remarks
Term 1				
Term 2				
Term 3				
Total				

2.4. Appraisee/Appraiser's Remarks

	Appraisee's Remarks	Sign /date	Appraiser's Remarks	Sign /date
<u>Term 1</u>				
<u>Term 2</u>				
<u>Term 3</u>				

PART 3.0: TEACHER DEVELOPMENT**3.1. Teacher Support and Professional Development Planning**

Review of progress for the term and generate a teacher support and development plan to be implemented during the following term

Performance Gaps	Recommended Support/Development Activities	Achievements	Remarks
<u>Term 1:</u>			
<u>Term 2:</u>			
<u>Term 3:</u>			

Appraiser's overall comments for the appraisal year.

--

PART 4.0 ARBITRATION

Section 53 of the Code of Regulation for Teacher 2015 outlines moderation procedures to be applied in case of a disagreement in the appraisal process.

4.1. Appraisee's/Appraiser's Comments

Where the Appraisee and Appraiser fail to agree on the ratings, they document on areas of disagreement in the space below

4.2. Arbitrator

Where there is disagreement the arbitrator will assist the appraisee and appraiser to reach agreement and complete the section below.

Arbitrator Name**TSC No.****Designation**.....**Sign**..... **Date**.....

Appraisee Name**TSC No.****Designation**.....**Sign**..... **Date**.....

Appraiser Name.....**TSC No.****Designation**.....**Sign**..... **Date**.....

Countersigning officer's Remarks

Countersigning Name.....**TSC No.****Designation**.....**Sign**.....**Date**.....