

Teacher Performance Management

Introduction

Teachers' professional competence and work attitude have a direct bearing on teaching standard and learning effectiveness. Schools should establish transparent and accountable performance management policies and mechanisms. Transparent and accountable performance management is conducive to decision-making on personnel matters, the building of team spirit for boosting staff morale, the enhancement of teachers' professional standard and teaching quality. It helps achieve the ultimate goal of quality education.

Performance management

- As an integral part of human resources management, performance management seeks to assess, evaluate and enhance teachers' performance.
- As a continuous process, performance management involves assessment and evaluation, supervision and guidance, appraisal and follow-up actions, etc.
- A model comprising the elements of accountability and professional development is found to be the most effective.

Objectives of an appraisal system

- To evaluate and assess teachers' performance, and initiate appropriate follow-up actions to ensure that teachers are committed to carrying out their duties and achieving maximum effectiveness in teaching.
- To identify teachers' professional development needs and work out professional development strategies and training contents according to school contexts.

Methods and criteria for an appraisal system

- Formal procedures for staff appraisal should be laid down by schools. In consultation with staff, schools should develop a fair and open appraisal system that serves to evaluate the strengths and weaknesses of staff and identify corresponding professional development needs.

- An appraisal system, which can be in a form of an accountability model, professional development model or a combination of the two, should cater for the needs of teachers and schools.

Components of an appraisal system

- A specified appraisal cycle for teachers
- Well-delineated areas of appraisal
- Agreed objectives of appraisal
- Objective and clear criteria of appraisal
- Fair and comprehensive assessment
- Impartial and unbiased appraisers
- Conscientious writing of appraisal reports
- An open and transparent appeal mechanism

Professional development of teachers

- In light of the needs of individual teachers (e.g. qualifications, functions and professional development), the requirements of quality assurance and professional development, and the different stages of professional development cycle, resources are provided to work out appropriate strategies and methods for the overall development of schools and the professional development of individuals.
- Follow-up actions are taken on teachers' professional development to enhance the overall professional standard of the teaching team.
- The culture of continuing professional development is fostered to develop the spirit of professionalism among teachers and strive for excellence.

References:

- § Teacher Performance Management (2003)
- § School Administration Guide

Professional Development and Training Division

Updated in September 2019