

PERFORMANCE MANAGEMENT AND CONTINUOUS PROFESSIONAL DEVELOPMENT**Issue:** 4**Document Number:** SEL27**Issue Date:** January 2017**Originator:** Hanna Claydon**Review Date:** January 2020**Responsibility:** Nadine Kaminska

Select English is committed to:

- ★ developing and supporting all staff at each stage of their career
- ★ continuing to raise the quality of teaching and learning
- ★ encouraging critical, reflective practice

The Director of Studies is responsible for overseeing the performance management of all summer teaching staff. This includes:

- ★ formal teaching observations
- ★ organising peer observations
- ★ leading / organising regular teaching workshops
- ★ supporting teachers who are underperforming

OBSERVATIONS

The aim of all observations is to identify teachers' strengths, to provide practical ideas and support for areas of development and to encourage ongoing critical self-reflection.

- ★ Observations must be conducted by experience staff who will usually be TEFLQ
- ★ Each teacher has at least one formal lesson observation (by the DoS or ADoS) during their period of employment.
- ★ For teachers new to Select, this should take place no more than 2 weeks after the start of their employment at the school.
- ★ For returning teachers, observations can take place at any time during their employment. Newly-qualified teachers should be observed before more experienced teachers.
- ★ Teachers receive the criteria for lesson observations in advance
- ★ Spoken feedback is given as soon as possible after the observation (usually the same day)
- ★ Written feedback is given within 2 days of the observation
- ★ Further observations may be carried out if significant weaknesses are identified, in response to student feedback or on teachers' requests.

PEER OBSERVATIONS

The aim of peer observations is for teachers to share ideas and learn from each other. Staff are encouraged to be supportive and positive when observing each other's lessons.

Peer observations are arranged for newly-qualified and inexperienced teachers and may be arranged for other teachers in response to areas for improvement identified in lesson observations, or on request.

WORKSHOPS

Workshops are held regularly at each site led by the Academic Manager (DoS or ADoS). Attendance is optional but encouraged. Teachers are encouraged to lead workshops themselves on areas they are interested in. The Academic Manager provides support for teachers preparing workshops.

MANAGING POOR PERFORMANCE

The Director of Studies is responsible for ensuring that teachers are performing their duties to the best of their abilities. Every effort will be made to ensure that teachers have help and support, when needed. Open communication between management and teaching staff is encouraged and staff are encouraged to ask for help and advice for any issues affecting their job performance.

Procedures for dealing with poor performance:

- ★ Areas of weakness with teaching should be clearly identified during lesson observation feedback
- ★ A second formal observation should be arranged; usually at least a week later in order to give the teacher time to address problems
- ★ Between observations, help with lesson planning should be offered by the DoS or ADoS and peer observations should be arranged