Review on Appraisal Formats for Professional Staff

Introduction
School-based management is a vital part of education reform. It aims to build up a management infrastructure in which the quality of conductive education can be improved. As frontline workers, professional staff is the key players in implementing the school-based management. To enhance the services standard, professional staff should continue to improve their performances. This Performance Review is to cater for the need for education reform and to meet the requirements of school self-evaluation.

Working Group
A working group including professional staff of three schools was set up for this performance review:
Chairman: Nancy Chan (BMK Principal)
Members: Christine Lo (KFI ST), Miss Chung (KFI RN), Jackie Kwong (EF SW), Shirley Lo (EF PT)
Recorder: Lydia Leung (BMK OT)
Advisors: Chris Kan, Verena Lau

Aims of the Review
1. To revise the existing appraisal system for school professional staff
2. To standardize the performance indicators on generic skills
3. To enhance the performance of professional staff

Procedures on reviewing of Appraisal Forms
1. Based on Teachers’ Appraisal forms, the working group members drafted the content of the professional appraisal form.
2. Each member composed the performance indicators based on collective views of professional staff of the three schools.
3. Senior staff of the Association, including CEO Mr. Fong, Miss Hui for RN, Miss Yonnie Ng for OT, Mr. Ivan Su for PT, Miss Gladys Yan for ST were consulted
4. The revised documents were sent to Dr. Cheung for further comments.

Line of Reporting

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<tr>
<th>Appraisee</th>
<th>Appraiser</th>
<th>Countering</th>
<th>Reviewing</th>
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<tr>
<td>SWW, RN, ST, PT&amp;OT I</td>
<td>Principal/SGM</td>
<td>Principal</td>
<td>Supervisor</td>
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<td>PT&amp;OT II</td>
<td>PT/OT I</td>
<td>Principal</td>
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Contents of Appraisal
The contents of the Professional Staff Performance Review are as follows:
A. Generic skills
B. Self-evaluation
C. Quality Assessment Observation Session

Appraisal Procedures
A. Generic skills (refer to Appendix 1)

1.1 Appraisal cycle: every three years
1.2 The appraisal form will be completed by the appraiser in May/June during the appraisal cycle. Reviewers were senior teachers or school heads.
1.3 The appraiser should conduct an interview with the appraisee to discuss and evaluate the latter’s performance.
1.4 After the appraisal interview, the appraisal report should be re-examined and signed by the countersigning officer.

B. Self-evaluation

2.1 Appraisal cycle: once a year
2.2 After discussion about the school’s major concerns of the current year, the appraisee should plan a focus related to the school major concerns for appraisal in Sept/Oct. The focus should be agreed with the appraiser.
2.3 The interim review should be undertaken after a school term (Jan/Feb). The strategy and the focus of appraisal can be revised if necessary.
2.4 Around the end of the academic year (May/June), the appraiser should interview the appraisee to discuss the latter’s performance.
2.5 After the appraisal interview, the appraisal report should be re-examined and signed by the countersigning officer.

C. Lesson Observations

3.1 One activity observation session agreed by both parties will be conducted in the current school year.
3.2 Peer observation session undertaken in the 1st school term is optional. An observation session evaluated by the principal or a senior teacher is compulsory in the 2nd school term.
3.3 Discussion with the appraisee should follow the observation session as soon as possible.
**Appeal procedures**

Appraisees can write to the reviewer stating the reasons for the appeal within 2 weeks after being notified of the appraisal result. The reviewer should conduct an interview with the appraisee within 2 weeks after receiving the appeal letter. If the principal is the appraiser of this appraisee, the appraisee can write to the school supervisor for the appeal, within 2 weeks.

**Training for Appraisers**

There are 3 trainings for the professional staff appraisal

I. Appraisal Skills and the Part A Generic Skills of the Appraisal Form  
   (18/11/2005)

II. For the Part B of the Appraisal Form (26/8/2005)

III. For the Part C of OT and PT (10/3/2006)

IV. For the Part C of ST, RN, SWW (8/5/2006)
Photos Album of trainings for the professional staff appraisal

Case Sharing

Group Discussion
Facilitators of the Workshop

Guest Speaker to provide external opinions
Souvenir Presentation for Case Sharing Staff