Ministry of Education National Hui
RTLB cluster managers and lead principals

Cluster Manager Appraisal

Thursday 31st July 2014

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Karakia ki a Matariki

Matariki te tipua
Matariki te tawhito
Tau mai te wairua
Mai ngā ira atua
Ki te ira tangata
Tihei mauriora !!!

Matariki the sacred
Matariki the old
Welcome the spirit
Welcome the life force
from the essence of
atua
to us of the human
kind
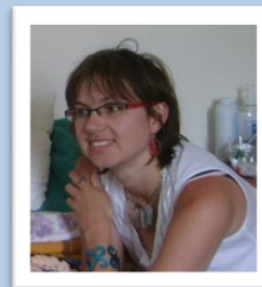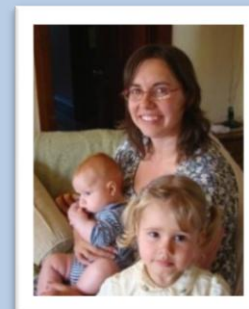Let there be life....

Mihi: Colleen Douglas

mountain

river

marae
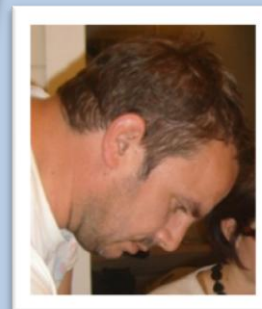
Cluster manager appraisal

This session:

- Share current practice
- Explore principles, knowledge and skills, research and links
- Discuss examples
- Review current practice

Sharing current practice

Choose either a principal or CM table (see coloured towers)

1. **Introduce yourselves**

2. **Each person outline**

•   **What their CM appraisal process is**

•   **What works well**

•   **What could be improved**

20 minutes
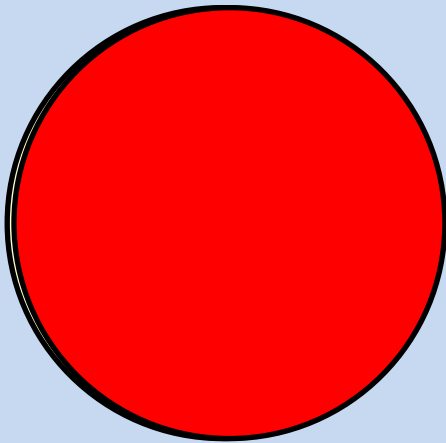
Appraisal of cluster managers

Purpose: to

- improve teaching and learning through strong RTLB and leadership performance
- assist cluster managers, practice leaders and RTLB to achieve both cluster and individual goals
- build capability, capacity and effectiveness

Through:

- goal setting and professional inquiry
  examination of evidence
  professional development
  coaching and mentoring
  reflection

So why have appraisal?

Reasons:

1. Assurance

2. Development

Raison d'être

Student achievement

Appraisal is a performance management process aimed at teaching and learning

Leadership BES P216

Assurance

- Student achievement

- Cluster policies and procedures enacted

- Cluster strategic and annual goals achieved

- Meeting JD requirements

- Gathering evidence of meeting RTCs

- Meeting professional standards

Development

- Acknowledge achievement and strengths

- Guide personal and professional development

The process is as important as the outcome

Appraisal is where human knowledge and skills and organisational destiny are interwoven

The Cluster manager's leadership role

"RTLB quality is the most important cluster level determinant of student performance. Cluster leadership focussed on improving the motivation, capacities and working environment of RTLB is most likely to improve student learning"

Adapted from OECD (2009) Improving school leadership the Toolkit

What are the principles which should underpin Cluster Managers' appraisal?

- Open and transparent process and communication
- Co-constructed
- Cyclic
- Non judgmental
- Reflective
- Coherent and manageable
- Reflecting the unique context of RTLB service Quality professional conversation
- Evidence informed – range of evidence
- Integrated

Key knowledge and skills for the appraiser

Goal setting SMACATER

Specific

Measureable

Achievable

Challenging

Appropriate

Time-framed

Evaluated

Reviewed

ERO report on principal appraisal.

Three factors that influence how the principal's (CM's) appraisal contributes to improved teaching and learning
1. Usefulness of appraisal goals
2. Connection between appraisal goals and strategic plan
3. School (cluster) culture

Goals that relate to developing staff and those that are challenging are most likely to impact on teaching and learning. P14

Supporting School Improvement Through Effective Principal Appraisal. May 2014, ERO.

Other knowledge and skills

- **Listening**
- **Questioning** – deeper levels
- **Use of evidence** – range of perspectives, range of sources, range of presentation
- **Ability to link appraisal to key docu**ments
  - Job description
  - RTCs
  - Tātaiako
  - Strategic and annual plan
  - Professional standards

Some examples

Goal sheet

Goal 1

Annual goal
Link to job description

Evidence of current situation	Actions	Evidence of progress 1	Evidence of progress 2	Links to RTC Links to Tātaiako	Comments
				RTC	

Backward mapping

Backward Mapping the Evidence – collecting and having a conversation about evidence of your extraordinary, everyday practice, connecting your practice to the RTCs and how your practice and the RTCs relate to Tātaiako.

Tātaiako Cultural	Whanaungatanga	Manaakitanga	Tangata whenuatanga	Ako	Wānanga	Ako	Manaakitanga	Ako	Tangata whenuatanga	Tangata whenuatanga	Wānanga	Wānanga Ako
RTC	1 relationships	2 well being	3 Treaty	4 ongoing PD	5 leadership	6 learning plans	7 engagement	8 learning	9 diversity	10 bicultural	11 assessment	12 inquiry
example CM Appraisal Goal To gain consistency of appraisal and performance supervision practice with practice leaders	PL feedback survey			webinar on appraisal notes of PD session with PLs	leadership group meeting minutes	review plan practice sequence in case notes	cluster survey				data base of case notes appraisal reports reports of supervision meetings	blog
bundle of extraordinary												
bundle of extraordinary												
bundle of extraordinary												

Our appraisal development

Margaret Stewart. Cluster Manager

Review

Please find your cluster manager/principal and sit with them and discuss the following three questions

1. **To what extent did the principal's appraisal of the Cluster Manager contribute to**
- **The Cluster Manager's own development**
- **The cluster and RTLB development**
- **Improved outcomes?**

2. **What factors enhance and hinder implementing robust appraisal which supports improved student learning?**

3. **How do we align appraisal, cluster strategic and annual plans, RTC evidence, job description, professional standards, cultural competencies and professional development?**

20 minute sand timer

20 minutes

End
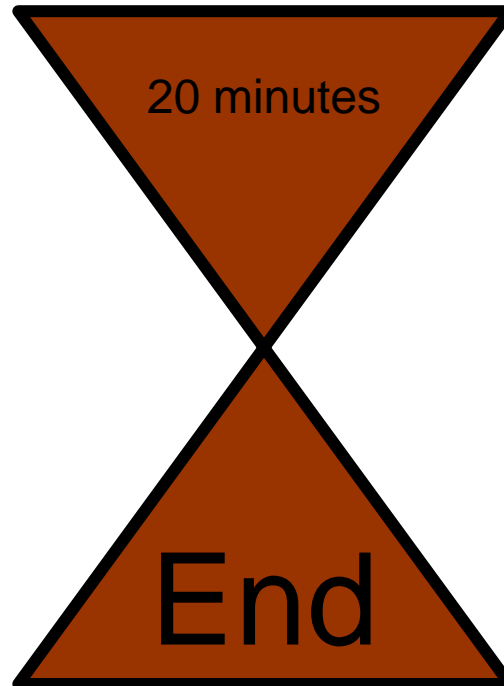
In summary

- CM appraisal must be real for the context
- Process clear and well developed
- Strong use of evidence
- Dots joined between processes
- Appraiser skilled and knowledgeable
- Balance challenge/support, empowering/affirming
- Goal or inquiry based
- Regular professional review conversations
- Written report signed dated

Grounded in learning and teaching

I teach. I touch the future.