

Teachers Development Programme Policy

Ratified by RAK Academy Board of Governors on 24 January 2020. Document No. POL13.240220.

1. Rationale

RAK Academy Family of Schools (RAKA) is committed to the continuing professional development of all teachers. Quality Assurance of teacher performance is embedded into the Appraisal process to ensure the best possible student outcomes. It is a focused process linking to the academy's vision and mission, self-evaluation framework and strategic plan in accordance with national expectations and the UAE national agenda.

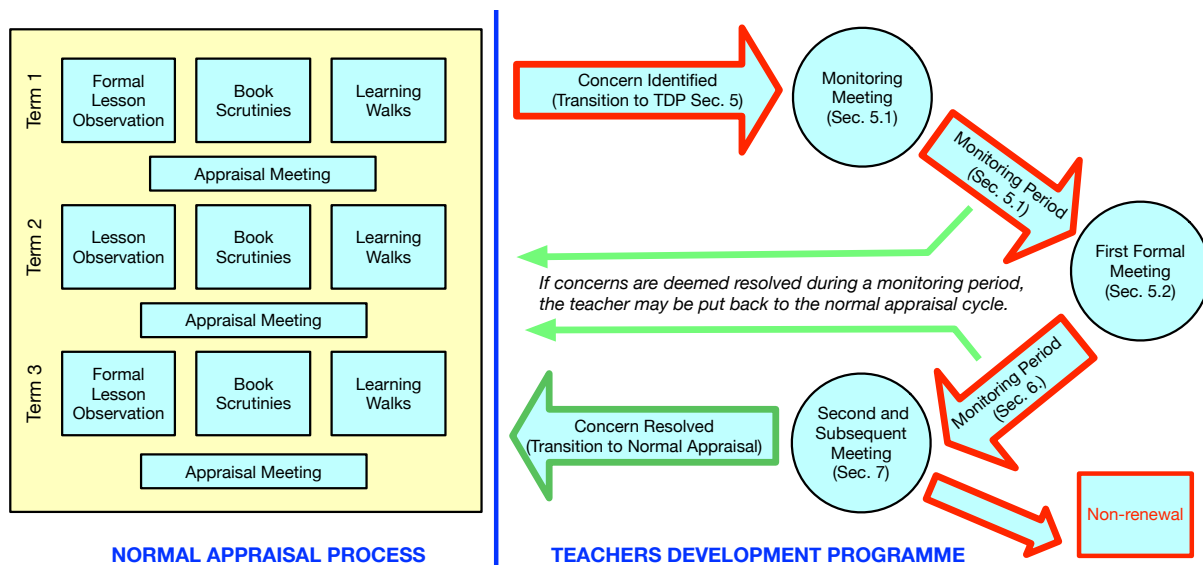
2. Purpose

This policy sets out the framework for a clear and consistent assessment of the overall performance of teachers who have moved from the appraisal process due to performance issues. It is aimed at supporting their development within the context of the school's Teaching and Learning Policy. It also sets out the arrangements that will apply when teachers fall below the levels of competence or conduct that are expected of them.

3. Continuing Professional Development (CPD)

The school wishes to encourage a culture in which all teachers undertake a programme of continuing professional development that is linked to school improvement priorities and to their own individual ongoing professional development priorities and needs.

4. Teacher Development Process



5. Assessment and Monitoring

At any point during the appraisal cycle, evidence may emerge (either through observations, learning walks, book scrutinies, data analysis or administrative issues arising or otherwise), about any aspects of the appraisee's performance or conduct which give rise to a need for development.

Review meetings with the mentor (selected based upon the criteria where the mentee has been judged to be weak) will take place following each lesson observation where applicable. A minimum of three 'developed' or better lesson observation are required, taking into account the triangulation of quality assurance data (learning walks, book scrutinies, student outcomes) to return to the normal appraisal cycle. At the end of each term, or following three 'developed' or better lesson observations the mentor will make a recommendation to the Assistant Headteacher



(Teaching and Learning) and Headteacher (if applicable) to extend the monitoring period, escalate or return to the normal appraisal cycle. The Assistant Headteacher (Teaching and Learning) and the Headteacher (if applicable) will review the evidence and notify the member of staff and HR of the outcome.

In the most severe cases where the concerns over conduct or performance are such as to question the appraisee's overall satisfactory execution of his/her duties, the school will move straight to a second and subsequent meeting (see section below).

In most other cases a monitoring meeting between the appraiser, the appraisee and the HR Manager will take place.

5.1 Monitoring Meeting

The purpose of the monitoring meeting is to:

- give clear feedback to the appraisee about the nature and seriousness of the developments;
- give the appraisee the opportunity to comment and discuss the developments;
- agree any support (e.g. coaching, mentoring, signposted resources and structured observations), that will be provided to help address those specific areas for development;
- make clear how, and by whom, progress will be monitored and when it will be reviewed;
- explain the implications and process if no, or insufficient, improvement is made.

The monitoring meeting form will form the basis of the meeting and will be signed by both parties but additional notes can be taken and a copy sent to the member of staff for ratification before attaching to the staff file.

An appropriate monitoring period will be agreed, containing the requisite number of review meetings and observations which reflect the individual circumstances of the issue, allowing time for improvement. The period of monitoring may be extended depending on progress or, after a specified and reasonable period of time has elapsed, the process can be moved onto the appraisal cycle.

If no or little improvement has been made after the monitoring period the appraisee will be notified in writing and invited to the first formal meeting with the appraiser, the Head of School (if applicable) and HR advocate. At least five working days' notice will be given to enable the member of staff to prepare for the meeting. The notification will contain sufficient information about the areas for development and the possible consequences in relation to the lack of progress towards the targets within the monitoring plan. It will also contain copies of any written evidence, including any witness statements; the details of the time and place of the meeting and will advise the member of staff of their right to be accompanied.

5.2 First Formal Meeting

The meeting is intended to evaluate the effectiveness of the monitoring process. It allows the member of staff to respond to areas for development and provide evidence towards their targets. The appraisee may be accompanied by a companion who may be a colleague.

The first formal meeting may provide new information or a different context to evidence that has been collected. If it becomes clear that further investigation is needed, the interview should be adjourned to allow this to happen. In other cases, the school will consider the following options:

- Continued support, which is preferable where there is judged a reasonable prospect of improvement.
- Recommendation to the Executive Principal or board that the member of staff should be dismissed or required not to work at the school. In this case the appraisee will move immediately to the Second and subsequent formal meeting). This will be appropriate only in the most serious cases.

During the first formal meeting a first formal warning will be issued. The appropriate line manager will:

- identify the professional shortcomings, for example, which of the standards expected of teachers are not being met or what conduct is unacceptable;
- give clear guidance on the improved standard of performance or change in conduct needed to ensure the member of staff can be removed from formal monitoring procedures;



- where the shortcomings are related to performance, explain any support that will be available to help the member of staff improve performance;
- set out the timetable for improvement and explain how performance or conduct will be monitored; and
- make clearly understood the consequences of failure to improve within the set period – for example, that it may lead to dismissal or non-renewal of contract.

Where a warning is issued, the member of staff will also be informed of the procedure and time limits for further support and the right of appeal against the first written warning.

6. Assessment and Monitoring following the First Formal Meeting

An assessment and monitoring stage will follow the first formal meeting. The length of this stage will depend on the circumstances of the individual case, but in straightforward cases will last for a minimum of four weeks, as determined by the appropriate line manager. It should be reasonable, but not excessively long, and should provide the opportunity for an improvement to take place. Formal monitoring, evaluation, guidance and support will continue during this stage and should be noted on the monitoring form.

At the end of this period, if the necessary improvement has not been made, the member of staff will be invited to a second and subsequent meeting with the appraiser, Head of School (if applicable), the Executive Principal and an HR Advocate.

7. Second and Subsequent Formal Meeting(s)

The second and subsequent meeting will mirror the meetings set out above. Following the meeting, if acceptable progress has not been made, the school will issue a final written warning. In severe cases the Executive Principal will make the decision to renew (or not) the contract, or shall make a recommendation to the Board of Governors that the member of staff should be dismissed.

The final written warning will mirror any previous warnings that have been issued and will make clear that failure to achieve an acceptable standard of performance or conduct within a set time scale will result in contract non-renewal. As before, the summary will be recorded on the monitoring form and a copy sent to the member of staff. Information about the procedure and time limits for appealing against the final warning will be given to the member of staff.

8. Appeal

If a member of staff feels that a decision to dismiss them, or other disciplinary action taken against them, is wrong or unjust, they may appeal against the decision. Appeals will be heard without unreasonable delay and, where possible, at an agreed time and place. The same arrangements will apply to the monitoring meeting, first formal meeting and second and subsequent meeting(s). A copy of the monitoring form will be sent to the member of staff.

The appeal will be dealt with impartially and, wherever possible, by the Chair of the Board, or designated representatives, who will not have previously been involved in the case.

The member of staff will be informed in writing of the results of the appeal hearing as soon as possible.