



# AFIA Staff Evaluation Policy

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Vision: Leading in education, with an Islamic identity, according to locally and internationally approved standards.

## **Staff Evaluation Policy**

The evaluation procedures and associated instruments in the Staff Evaluation Policy provide the framework for assessing staff performance as it relates to the adopted performance criteria. Through the objective and unbiased application of this process, performance strengths and areas for improvement are identified and it is ensured that the teaching and learning helps us realize our mission and vision. This data will be communicated to the staff in a constructive way, and, through interaction, a professional growth plan is developed to support and enhance professional development.

All staff members are evaluated in the context of the job description for their positions at the school. This evaluation policy will also be adopted if any concern is raised about the employee's professional performance.

### **1) Objective:**

The main objective of staff evaluation is to

1. Assist the staff in increasing their professional effectiveness in order to improve teaching, learning, administrative effectiveness and leadership in the school.
2. Assess the performance of all teaching and non-teaching staff so that the school management may make employment decisions as in consultation with HR regarding retention, promotion or non-renewal of staff contracts.

### **2) Evaluation period and procedures:**

Evaluation is the process of gathering data, which provides evidence of the staff's performance during a specific evaluation period. This data is synthesized and analysed in light of the performance criteria to determine the effectiveness of performance for that period. Two types of data may be gathered during the formative data gathering process – formal and informal.

Formal data constitutes data that has been gathered, documented and discussed with the staff. Only this formal data may be used for summative evaluation purposes. Informal drop-in observations (without documentation), self-evaluation, verbal input from peers or team leaders cannot be used. Teachers are encouraged to use these and similar kinds of data as a basis for analysing and improving their instruction, but this data must be documented and shared with the evaluator if it is to be used in the summative evaluation process.

The evaluation period for the employees is one academic year. The performance monitoring process is continuous throughout the day, week and month, as recommended by the management. However, the performance evaluation process for new staff is intensive in the first (6) six months. The evaluation is constructive, highlighting the strengths and areas that need focus and attention, as well as the weak areas that need to be developed. The management continues to monitor performance to ensure that the objective of this constructive evaluation is achieved.

### **A. Evaluation Procedures for Teaching staff:**

All teaching staff is evaluated through following monitoring and evaluation procedures:

### **1. Orientation:**

The evaluation orientation is conducted by SLT for all teachers during induction.

### **2. Formal Lesson Observation:**

The formal observation includes:

- Pre-observation meeting with all staff to explain evaluation criteria.
- Observation for a full instructional period.
- Post-observation conference with the observer.
- Completed Lesson observation form summarizing strengths and suggestions for improvement and follow up activities.

### **3. Informal observations:**

Informal observations are less than a full instructional period in duration. Informal observations may be pre- announced or unannounced. They must include some oral or written feedback to the employee, but a formal post conference and written observation report are not required unless specific deficiencies are noted.

### **4. Class Drop –in:**

Class drop-in is a brief classroom or work space visit, generally ten to fifteen minutes in duration, for the purpose of monitoring the learning environment. Such observations are generally unannounced and written feedback is provided to the staff by the observer on the official Class Drop in form.

### **5. Walk through:**

Class walk through are brief visits to classes or any other areas of the school for purposes other teaching and learning; such as student safety, learning environment etc. These visits are unannounced and do not always require a written report. Brief oral or written feedback to the employee may be provided at the observer's discretion.

### **6. Spot checks:**

Spot checks are carried out by the SLT to note the effectiveness of teaching and learning. These are used to

- Notebook scrutiny
- Classroom displays
- Discipline and safety of students in the class
- Quality of planning
- Assessment data and performance of students in the assessments
- Assessment

## **B. Evaluation Procedures for TA evaluation:**

Teaching assistants are evaluated by the supervising class teacher each term. Formal written feedback is given by the observer and any points of improvements are mutually agreed. TAs are also evaluated by the observers from SLT during lesson observations conducted for the class teachers. Work relationship between teacher and assistant is noted and any advice needed to improve the effectiveness of assistant teacher's role in teaching and learning is provided by the observer.

### **C. Evaluation Procedures for SLT**

Senior leadership team and coordinators are evaluated each term by Head of section. HOS is evaluated by the director. Written feedback is given to the staff in a meeting where strengths and weaknesses are discussed. Senior Leadership team is also evaluated in the context of the Student Achievement or Program Performance. Student achievement or program performance is evaluated using s learning objectives or program objectives, as appropriate. We will adopt appropriate rubrics to assess performance on such objectives.

### **D. Evaluation Procedures for admin staff:**

All admin staff such as secretaries, social workers, nurse, senior admin etc. are formally evaluated once each year. An official evaluation form is used for this purpose with rubrics developed as per the job description of each admin staff. Informal evaluation and advice is a continuous process where, feedback and advice is given on a regular basis to ensure that all admin staff are performing their duties effectively.

### **3) Annual Performance Appraisal:**

Towards the end of the school year, HOS and DH prepares annual performance appraisal of all staff using all the formal and informal observation data for the appraisal. HR data for lateness, absences and disciplinary actions; if any, is reviewed as well during this process. A meeting is conducted with each staff at this stage and overall performance of the staff and their intention to renew the contract for the next school year is discussed. All staff are given a performance rating as follows:

### **4) Professional Growth Plan**

The purpose of evaluation is to improve performance. This goal is achieved through a systematic process of professional development reflected through individual professional development plans. This plan is based upon data gathered during the evaluation cycle, and the self-evaluation done by each staff, and professional growth plan is mutually discussed and developed. The professional growth plan must be formally monitored and discussed at least once as part of a post-observation conference.

### **5) Performance Improvement Plan:**

When formal data indicates that the staff is not meeting performance expectations described by the criteria, the concerned staff is placed on Performance Improvement Plan (PIP). SLT meets the staff and explain the reason(s) for placement on Performance Improvement Plan. During the meeting, they specify a plan of action which includes, but is not limited to, the following:

- Specific objective(s) to be accomplished
- Assistance to be provided
- Time limit for accomplishing objective(s), if appropriate
- Consequences of not meeting the objective(s), if appropriate.

### **6) Confidentiality:**

The evaluation process and the final report issued is treated confidentially at all times.





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