

# Understanding the Various Aspects of Performance Management Systems (Case Study of a Private School)

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## Abstract

“Treat people the way they are and they will stay that way. Treat people the way they can become and they will become that way” (Johann Wolfgang von Goethe). Performance management is one of the most important construct in management research. This exploratory study elaborates the various aspects of the performance management system. Researchers have taken a private school as a case study. The purpose of this study is to analyze the performance management system of a private school in terms of the appraisal procedures used for the evaluation of teachers and to assess the effectiveness of the performance management system. A combination of quantitative and qualitative research approach has been adopted that consist of a questionnaire and semi structured interviews in

order to understand the different aspects of the performance management system. 3 head teachers and 22 teachers have participated in this research. The findings revealed that proper monitoring, effective recognition, rewards and feedback may add value to the overall process of the performance management system. Findings have also shown that the appraisal form is used annually for the evaluation and feedback about teachers is taken only from the class representatives these are the hindering factor in the evaluation system of the case study school. Researchers have also explored some suggestive solutions for the improvement of the current performance management system. The current study will not only contribute to the performance management research but it can also be important study for considering issues during the implementation of performance management system in private schools.

**Keywords:** Performance management, Performance appraisal, Management by objective (MBO), Recognition, School

## 1. Introduction

It is essential for the organizations to become more competitive and efficient in the current dynamic environment .Performance management is important topic for the development of professionals and it is especially important for the schools in redesigning and rethinking of the performance management system to achieve quality teaching and learning. Performance management is a process for developing standards and understanding about what is to be achieved and how to it is to be achieved. It is an approach of managing people to increase success. It is a system that arranges policy, strategy and gain feedback in order to manage the performance of the organization. According to (Chattopadhyay & Ghosh, 2012) Saiyadain (1998) said that the basic objective of performance appraisal is to judge the ability of an individual employee in performing his/her tasks. If rightly done, appraisal can help to identify a good performer from a poor one. Performance evaluation is considered as one of the most important HR practices (Jugdes & Ferris, 1993). It provides a justification for rewards, career planning, transfers, training, counseling, mentoring, and termination. Performance management is very important to both employers and employees. From the employer point of view, it is essential to understand that how the employees will contribute to the objectives of the business. A good performance management system helps the organization to identify the employees that contribute most, or least it also enables the organization to understand how its employees are currently performing. It enables the organizations to assess the training needs of its employees, establish development plans and provide them the opportunity of using the results of the performance management process to set an individual's remuneration .From the employee's point of view, the performance management process provides a framework for documenting the aspects related to performance and it can be used to judge the future career development requirements moreover it also provides transparency over performance in the workplace, Performance management is a continuous process for enhancing the organizational performance by increasing the performance of individuals and teams (Armstrong 2006). According to (Toppo & Prusty, 2012) The overall objective of performance management is to develop a performance culture in which individuals and team

feel responsibility for the improvement of business processes and also for improvement of their own skills and contributions within a system . So the aim of both performance appraisal and performance management is to enhance the capability of employees so that the performance of every individual can be increased. So both systems are considered as human resources developing tools, with differences in scope. But the interest of measuring performance and relating with rewards remains the same. (Pareek & Rao, 2006). Present paper is an attempt to analyze the performance management of case study school teachers. The name of the school is kept anonymous intentionally. Researcher has attempted to explore the various aspects of performance management system such as reward, recognition, proper monitoring and feedback. Questionnaires have been distributed among 22 teachers covering the different features of the performance management system. For the purpose of in depth analysis semi structured interviews from 3 head teachers. Research has explored the weak points of the school management. The goal of this school is to provide quality education without discrimination. This school is working since 2006 offering education from kindergarten right up till matriculation .They are using the combination of both traditional and e-learning to assist every student to achieve their goal in the class room. There are more than 151 campuses of this school in all over Pakistan out of which one campus is selected for the research purpose. The research is conducted only in this anonymous campus. A more comprehensive study can be conducted by involving teachers from the other campuses. Secondly limited time span has made this research limited.

## **2. Literature Review**

The ongoing process of managing the performance of the employees in order to get the required result is referred to performance management. There is effective performance management required for high performing organization in order to stimulate and grow the principles, value and skills required to maintain the best outcomes.

A powerful behavioral tool is the performance management system. It includes that measurement and what you get from it. When the performance management system contains the right measurement and strategy is connected with the organization and people are advised for their right action for the betterment of the organization. These actions are helpful when there are environmental challenges faced by the organization, to change the strategy in the organization or in the stage of implantation of improvement programs (Bonnie P. Stivers, Teresa Joyce, 2000).

Joint goal setting, continuous communication, feedback and guidance for improving the performance, continuous reviewing the performance activities is covered by performance management system. Performance management also encompasses the activities like implementation of employee development programs in the organization and achievement of rewards. It consists of the systematic continuous measurement of the performance of employees according to set standards within a team framework (Drumm, 2005).

Performance management is means of promoting the superior workforce performance through emphasizing on the description of job, recognizing the plans for performance improvement and demonstrating a 360 degree feedback procedure in the framework (C.K.

Sahoo and Sukanta Mishra, 2012).

The change and innovation process is facilitated by effective performance management system. It provides the establishing their relationship with the overall strategy in the organization and towards the supporting the achievement of goals as per requirement of the organization (Simpson and Hill, 2004).

According to Bitici et al. (2000), a system which screens the development and changing which is occurred in internal and external environment is referred to dynamic performance management system. There is requirement of changing of performance management system as the changing of business environment and organization. The reason for the requirement of change of performance management system is that is to sustain the relevance of performance management and become the useful in the adoption of performance management practices for is survival. According to Ferreira and Otley (2009), Performance management systems are enforced to the performance management methods and key performance indicator which are used to taken the advantage of performance management system. A system which follows the different views of analysis and organizes in aligned way is referred to a balanced or multidimensional performance management system (Garengo et al., 2005).

According to (Rasheed et al) the important characteristic of performance management system which are used to make the best practices contains the stress on the planning and front side instead of backend review, defining the performance in broader sense, continuous dialogue, graphical rating system and effective performance appraisal systems.

Performance management system collects the information which is usually used for administration salary, recognition of strength and weakness of employees, performance feedback. There are certain purposes fulfill the performance management systems which include, (i) information (ii) strategic (iii) organizational maintenance (iv) documentation (v) administrative (H. Aguinis 2005).

Performance management system's function covers the various activities. These activities consist of performance appraisal system. Sometime organizations may enter in the partnership with external consultants in order to establishing the appraisal system and appraise the performance of employees. Additionally, it is required by the organization to allocate the financial resources in or to defend not only itself performance management system but also superior performance and incentives for the employees. Human resource manager establish and follow the appraisal systems which show the organizational requirement. Therefore, managers are offered the appraisal report from across the organizational support and help in the making the decision about the bonuses on the basis of performance and identify the requirement of training and development and human resource development of employees.

In this context, performance management systems gather the data truly which is strategic in nature. It is consolidated into different broad categories based on the above review, need of the performance management system, process of performance appraisal, rewards and incentives and compensation plans. There is significant positive impact on alignment by the

function of performance management. On the other side, there is negative impact on the functions of performance management system by partnering. It shows that partnering is not believed necessary for the functions of process of performance appraisal.

There is need of continuous design and implement the human resource practice in the era of globalization and ensuring to be competitive. The organization should develop the employee friendly environment in order to implement the human resource practices. It is difficult task for human resource manager to ensure the best human resource practices in organization in country in the changing the diverse globalize business environment (B. Sripirabaa and R. Krishnaveni, 2009).

It is suggested by the Armstrong (2006) the aim of performance management system is to develop the high performance culture, in which all employees, managers and participate for the continuous improvement of process in business and enhancement of skills of employees. It is mentioned earlier in the discussion which suggests that it includes the planned process of management which includes the formal and informal communication among the employed working groups, cooperative work design and positive reinforcement of feedback.

The survival of an organization in competitive and dynamic environment is only possible if the organization is continuously upgrading its process and procedures according the environment. It also tell the organization that how effectively learn the organization to adjust itself according to environment and takes the fully advantages of its resources. The investment in fixed assets and capital is not assurance if the organization effectively managed them in the era of globalization.

Performance determinant is referred as the performance management system which improves the organizational performance. It builds the advanced based on the stable scorecard rules.

It is served by performance determinant standard variable which adds to overall performance of the organization. Planning, organization, leading and controlling activities includes in the performance determinant which is divided into four dimensions. These dimensions include the internal process, customer orientation, financial management and learning and growth management.

A wide spectrum for indication is required in to capture the health of the organization more comprehensively which required to include in the framework of performance management system in order to measure the both non-financial and financial performance of the organization (Nagarajah Lee, 2006).

The performance appraisals are executed by the managers in the organization in order to measure the actual and potential performance of current and future employee as per set standards (Bartram, 2004).

The process of establishing the work environment in which people perform according to best utilization of their abilities is called performance management. Performance management is system is whole work system which start with the defining of job requirement and expectation which is clearly disseminated to employee in the organization (Den Hartog et al.,

2004).

A complete performance management system consist of clear defining the job description, suitable selection process, achievement based standards for performance, measures and results and training and development and mentoring and feedback, periodic checking of performance development. It is also includes the effective appraisal system, compensation and recognition system in the organization. Effective performance management system provides the benefits not only to organization but also for their employees (C.K. Sahoo and Sukanta Mishra, 2012).

There is clearly linkage between the strategic, operation and financial objectives provide the performance management system. This linkage is passes to employee teams and managers in such a way that they can easily understand. It also empowered the employees to act instead of they feel hesitation or wait for dictation from their managers. Impact of planned spending by using the key performance indicators which are generated from the strategy and scorecard also measured quantitatively by performance management. Understanding of importance of these strategic objectives, employee teams and manager used performance management tools which includes the activity based costing data and information relating customer relationship management which objectively evaluate the differences.

The particular benefit of Performance management is that it understands there is absolutely no sun around which often smaller development programs, procedures, or primary operations revolve. Performance management concerns about sensing and managing, always try for right organizational direction, force, as well as speed. Performance management will involve creating powerful combinations of connecting software, including small business analytical ability, with primary operations enhanced by means of improvement projects (e. g., lean and/or six sigma) in order to prioritize attempts and links organization's activities with its corporate and business strategy. If Performance management is managed effectively, it may create a great epidemic of common sense within an organization plus probably with trading partners to whom it interacts.

Effective Performance management enables to search much deeper as well as discover how to behave, in the situation of market change. This correlates disparate information in a significant way and helps finding solution of hidden problems. It helps assess which strategies provide glorious results with no need to wade via mountain of raw facts. Executives as well as employee teams must be prepared to handle these problems before they become uncontrollable reported in financial statements as well as requiring explanation. Performance management enables employees as well as managers to tackle change in a suitable manner. This converts intangible assets including the brand name, associations, as well as expertise into the company's long-term achievements (Oliver Wendell Holmes, 1897).

As reported in (Javed iqbal, 2012) Performance Management helps make important contribution in order to particular person and organizational learning as well as facilitates organizational performance and growth (Adhikari, 2010).

A good performance management system can deal with changes and innovation by clarifying

the link with the overall strategy, and also assist in progress toward ultimate objective (Simpson and Hill, 2004). Therefore it is an essential instrument for communicating priorities and in giving suggestions on employees' efforts in achieving organization targets. On the another hand new performance management systems may also be known as a change process in their personnel right by many employees, and therefore could face substantial amount of resistance from employees subjected to them. The development of such systems could be a great challenge for organizations hoping to develop their work practices in a very strong and aligned method (Mei-I Cheng, Andrew Dainty and David Moore, 2007).

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The performance management system must be reviewed and keep up to date when the organization encounters new issues, introduces innovative programs, or modify its strategy.

The performance management system could be a platform for managing the business. The great advantage of the system is that it creates link between short-term results and the long-term objectives that are important for the development of the strategy.

Managers need to have performance management systems that assist in taking their organizations towards the success. The main thing is to change the organization's strategy into suitable, integrated set of actions. The performance management system after then can easily have control by tracking the financial results and give assistance by focusing on the drivers of employee future performance, unique internal processes information systems, beliefs, and customers. (Bonnie P. Strivers, Teresa Joyce, 2000). Company strategies required to be linked with suitable and accurate performance measurement and management systems (PMMs) which are enable of stimulating, organizing as well as tracking strategic results. Moreover control strategies need to examine, matched and decide action plans with respect to the relation between performance measures (Mohammad SaidiMehrabad, Mona Anvari and MortezaSaber, 2012).

Performance management initially stress on its employees to maintain their abilities. It does not only enhance their capacity but also helps managers to judge earlier and reply fast to unpredicted environment" (Cokins, 2004).

Basal (1999) describes the soul of performance management that it is a continuous collaboration between employee and supervisor with respect to main job areas, employees participation in objectives, and debate how collectively they can work to achieve these goals.

Creating a good performance management can be organization's method of performing just that. In fact a great deal of concepts on human motivation and human development discuss that a good performance management system must be an important element of organization's human capital management system. To connect performance with rewards organizations must have right measures of individual performance. In order to develop, individuals require suggestions about their positive and negative points. On another hand Organizations require performance information to support their training and development programs to those persons who can achieve through them. Last but not the least organizations require performance information to improve performance ambiguities and check the efficiency of their efforts."(Leslie A. Weatherly, 2004)

There is scientific research on the effectiveness of performance assessments mainly stressed on two types of appraisal systems absolute and relative. In an absolute system, individual performance is assessed against some sort of standards; on another side a relative evaluation system assess the relative positions of employees by matching them against each other (Duffy and Webber, 1974).

Performance management and appraisal are jointly linked, and collectively comes from a corporate model of management. Appraisal is normally developed as an important aspect of performance management program. On the another hand most of the applications try to separate the two (to implement appraisal without performance management, or performance management without appraisal), According to us performance management is hardly successfully executed as a formal application without some sort of evaluation like a method of collecting information about performance, and it succeeds only when it is executed as portion of a performance management program that gives the important supportive setups and opportunities (Chris Hughes and Cathy Sohler, 1992).

Performance appraisal is about most appropriate tool for the manager's , as there is no other management process which effects the individuals' careers and work lives (Allen, 2003).

Performance-appraisal actions help all of us to check if the employees' performance is according to the developed objectives or not. Three important characteristics of higher educational institutions are teaching, analysis and counseling. The main task for the universities is to develop employees who fulfill the needs of employers. It is truly important for companies to look for individuals who have gained training in a specific field. The standard of efficiency in teaching involves actions such as postgraduate individuals and also alumni feedback (Mergen et al., 2000).

The stress of performance appraisals is on personal development in spite of managerial control. Appraisals are instruments used by managers to check the performance of employees with the identified behavioral standards and capabilities. Through the process, comments from an employee's peers, colleagues and managers are usually taken. Some sort of focus on a person's abilities inspite of that person's loss engenders the ability for appraisals to provide important information to help a range of stakeholders, in line with (Boyd and Kyle, 2004).

Overall Performance value determinants will probably and can influence a host of important



human resource delivery methods and have to be seen in the reference of the total performance management methods. On the basis of design, performance appraisals should have the ability to impact career progression, succession planning, organizational training and development, retention, total compensation and important human capital asset investment programs. The development of these programs needs cautious planning and integration, to involve some sort of supply to make ensure that they are fulfilling the requirements of the organization philosophically, strategically, and also completely conformity with all inner and outer organizations need .Examples of performance appraisal systems include: Graphic Rating Scales (GRS), Management by Objectives (MBO), Forced Distribution, 360-Degree Feedback (Leslie A. Weatherly, (2004).

If performance management is effectively managed it could provide competitive advantage over rivals. To achieve this, the performance management system should be used not only as an evaluation and documentation instrument but also as a strategic tool. That way, you will see an alternative analysis of performance at organizational, process and individual ranges for individual pleasures, responsibility and target achievement (C.K. Sahoo and Sukanta Mishra, 2012).

### **3. Objectives of the Study**

1. To analyze the performance management system and appraisals procedures for teachers in school
2. To understand the importance of performance management system
3. To explore the importance of feedback in the evaluation of the teacher performance
4. To provide suggestions that can improve the current performance management system of school.

### **4. Research Methods**

#### **4.1. Study design**

As the objective of the study is to study the performance management system of school and explore the problems associated with this system. Exploratory research technique is adopted for conducting the current research. Exploratory study is a methodological technique which is mainly related with the development of the theory. In original many researches are usually exploratory. Exploratory research is related to the concept of exploration and the researcher as explorer. (davies, 2006).Exploratory research can be used by the researchers to aid in discovering and clarify the decisions themselves. The early pursuit conducted can produce outcomes which lead the situation into a more quickly researched context. (Zikmund & Babin, 2012).Normally the exploratory research is conducted at the early stages of the research design, arranged by the planning, scoping and defining which leads to generative concept style. (Martin & Hanington, 2012).

There are two purposes of exploratory research (1) a preparatory study of a concern to gain knowledge and ideas, or (2) information-gathering to tackle the problem. (McNabb, 2004)

An exploratory study is conducted study to analyze a product's characteristics or effectiveness of small number of people. The study is versatile that it could possibly use a quantitative (objective) and /or qualitative (subjective) patterns to determine the ideal results. (Richards, 2010)

A good exploratory study can be carried out when the problem is not clearly defined, or when the original scope is ambiguous. This permit the investigator to get familiar with the problem and develop hypothesis that is to be examined. Exploratory research allows deciding the effective research design, methods of collecting data and choice of subjects, and in addition it may suggest that the problem does not exist. This research is exploratory because it will help in understanding the current performance management system of school. Secondly it will help in discovering the ways that are important toward the achievement of the objective of this study. This research will answers the questions and develops more queries which will help in bringing innovation and new ideas. The population selected for this study is the staff members of the school .A preliminary questionnaire is taken from the previous study conducted by Department of Public Administration University of Forte Hare and the title of the study is "Implementation of a performance management system in the office of the Premier Eastern Cape Province perception of managers and employees" (Nakani & Vuyokazi, 2008)

#### **4.2. Research Strategy**

The target population for the current research is comprised of the academic staff of the case study school. The population consists of 25 members so there is no need to select the sample. The research is applied to the original population. A questionnaire having 22 questions is distributed among appraisers to evaluate their performance. Additional questions are asked from the appraisers in order to know about the current performance management system. The participants of the interview include the campus coordinator and the senior school teaching staff. For the interview semi structured approach is used with the following questions.

1. How do you appraise or evaluate the performance of your employees?
2. What basic methods do you emphasize and Why?
3. What are the strengths of your PA system? Are you satisfied? Why?
4. Why do we need a performance appraisal system?
5. What are your expectations and experiences of the current performance appraisal system?
6. Can you provide some appraisal forms ACR forms or any PA form which you have filled or used to fill?

#### **4.3. Data Analysis**

To reach at a fair conclusion qualitative as well quantitative data is collected. Qualitative data is collected in the form of interviews from appraisers which are explained on the basis of the meanings of the words received by interviewees. There are different types of analysis

techniques for qualitative data such as content analysis, categorizing and summarizing. The first technique is selected which is 'content analysis'. In the form of percentage quantitative data is analyzed. This analysis will help in giving the answers to formulate the relationship between the concepts of the research.

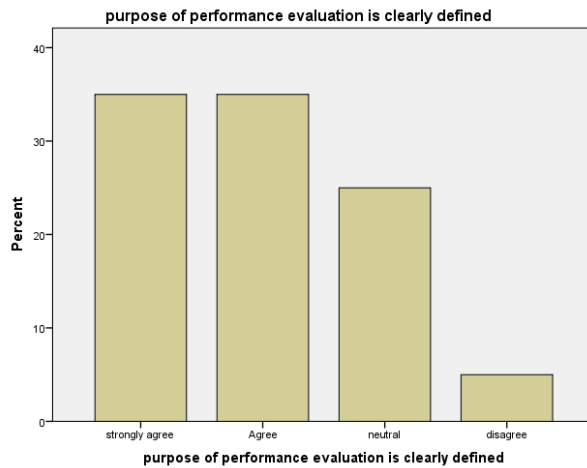
### **5. Data Collection and Analysis**

The research was conducted in a private school. In order to know about the performance management of school an interview was conducted. The participants of the interview were evaluators who appraised the performance of the staff. Content Analysis of interview with the evaluators revealed that different methods are used in school for appraising the teachers which include Spot checking, Silent Observations, listening and Surprising Tests of Students. Moreover The School has a performance appraisal form that is used at the end of year for the evaluation of the teachers. The School management emphasized that the appraisal forms are confidential and are not shared even with the teachers. Teachers remained unaware about the high rated and low rated traits in these appraisal forms. When it was asked from the appraisers that whether the student feedback is used for the evaluation of teachers, they replied that only the feedback from the class representatives is taken for the evaluation of teachers. In replying to the question "what basic methods of learning do you emphasize and why" it was come to know that Av Aids, Electronic media, GTM Method are used for teaching the students in order to make the teaching more effective and to increase the performance of the teachers. In response to another question "Are you satisfied with the current system and why?" The evaluators replied that they are satisfied because everything is going up to the mark. In replying to the question "Why we need a performance appraisal system" The appraisers said that performance appraisal system is important to be competent to meet the challenges of the modern technologies and to increase the performance of the institute. Performance appraisal is important for the professional development of employees and to meet the organizational goal or objective. The questionnaire consisting of 22 questions was distributed among the female teachers of school. The female teachers are within an age of 20-35.

Results of the question no 1 have shown 35 percent of teachers in school strongly agree with the statement that the purpose of the evaluation system is clearly defined whereas 35 percent simply agreed with this statement. 25 percent are neutral while 5 percent are disagreed.

**The purpose of the Performance Evaluation System is clearly defined in the School.**

**Figure 1:**



The result of question no 8 have shown that 55 percent of the staff strongly agree with the statement that supervisors have time to monitor the performance of staff,35 percent are agree while 9 percent are neutral.

**Immediate supervisors have time to monitor the performance of their staff.**

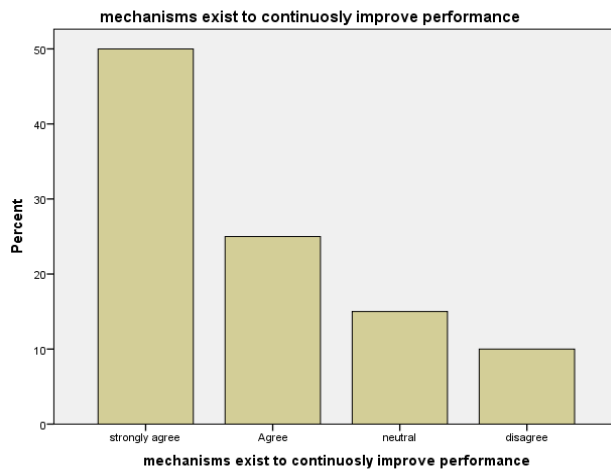
**Figure 2:**



The result of question no 17 have shown that 50 percent of staff is agreed with the statement that mechanisms exist to continuously improve performance, 25 percent are agreed 15 percent are neutral while 10 percent disagree with this.

**Figure 3:**

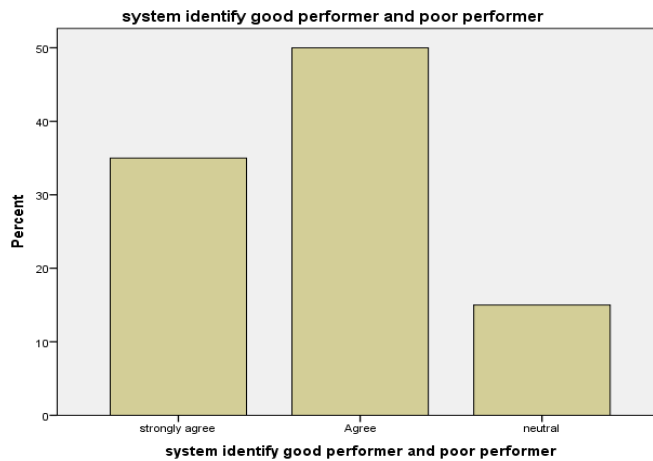
**Mechanisms exist to continuously improve performance**



The result of question no 13 have shown that 35 percent of staff is strongly agreed with the statement that performance evaluation system is capable to identify the good performer and underperformers, 50 percent are agreed while 15 percent are neutral.

**The Performance evaluation system is capable to identify the Good performers and underperformers.**

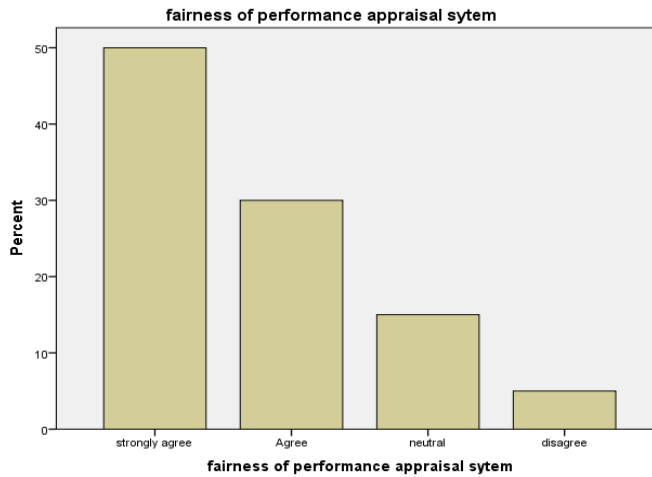
**Figure 4:**



The result of question no 12 have shown that 50 percent of staff strongly agree with the statement that appraisal system is fair, 30 percent are agree and 15 percent are neutral while 5 percent are disagree.

**The Performance evaluation system results in fair performance appraisal of staff members**

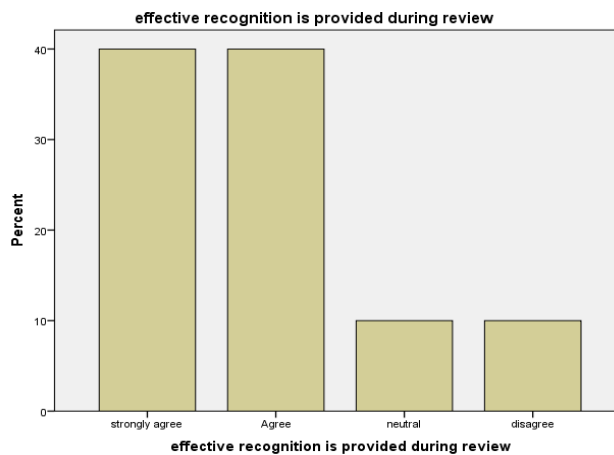
**Figure 5:**



The result of question no 19 have shown that 40 percent of staff is strongly agreed with the statement that effective recognition is provided during review, 40 percent are simply agreed while 10 percent are neutral and 10 percent are disagreed.

**Effective personal recognition is provided during review meetings.**

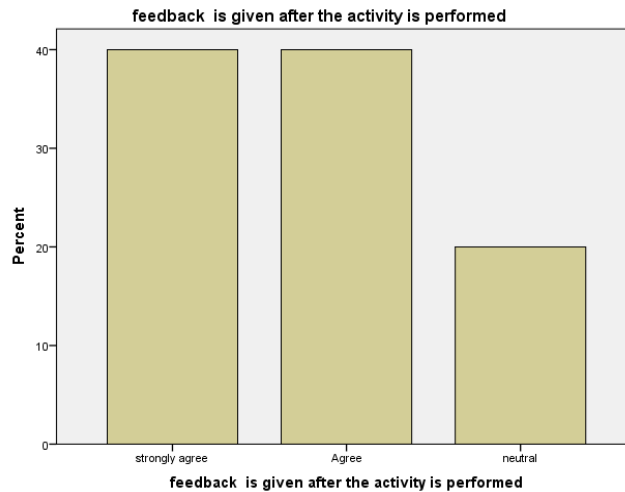
**Figure 6:**



The result of question no 21 have shown that 40 percent teachers are strongly agreed with the statement that feedback is given after the activity is performed, 40 percent are agreed while 20 percent are neutral.

**Feedback is given after the activity is performed**

**Figure 7:**



**6. Conclusion:**

Results show that the Purpose of the performance Evaluation system is clearly defined in the school. Most of the teachers agree with the statement that the purpose of the performance evaluation system is clearly defined. Maximum teachers are agreed that their performance is improving due to current performance evaluation system but some teachers disagreed with the statement while some teachers are neutral. The findings also indicate that the appraisal form is used annually for the evaluation of the teachers and feed back is taken only from the class representatives. The findings show that most of the staff is agreed that the performance evaluation system is capable enough to identify the poor and good performer but this identification is only for rewards and promotion. It is also clear from the results that a good performance evaluation system is important to improve the leadership and interpersonal skills of the employees and it is a critical tool for the organizations to achieve the transformation. The findings show that sufficient information is available for the evaluation of the staff and supervisors have time to monitor their staff but the performance management did not identify the performance of teachers under different areas. The teachers are better in engaged in their work. Teachers have a passion for the achievement of the goals because of the creativity, innovation and knowledge generated by this institution. The research has revealed that reward system facilitates the implementation of the strategy and maximum teachers are agreed upon this. The results also show that performance standards are attainable and staff members agreed that mechanism exists for the continuous improvement of the performance. The findings indicate that the main reason for using the result of the performance evaluation is to collect data for rewarding teachers. The study shows that the supervisors use a supportive in reviewing the performance of the teachers and effective recognition is provided during review.

This study concluded that maximum teachers are agreed that positive and negative financial and non –financial consequences have a great impact on the evaluation of the staff. It is explored that feedback is provided after the activities are performed. The findings of the research show that supervisor effectively design opportunities for staff to develop. It is analyzed that effective recognition is provided during the performance review. Mostly teachers are agreed that if they have a problem with the evaluation they can communicate their concern to the evaluator. Overall the performance evaluation system of school is good and findings have shown that the role of the supervisor is crucial in evaluating the performance of the teachers, enhancing their abilities and make them capable enough to perform well. Performance Evaluation could leads to better results if the employees are involved in the mutual goal setting and trust the system.

### **7. Recommendations:**

Even with a well designed and implemented performance evaluation system, there may be some situations when a staff member may have a difference of opinion with the supervisor. Although the system is good but the fact is that the school management is unaware about the weak points and they are unwilling to restructure and redesign the performance management system. Here are some recommendations that may be considered to make it more effective.

- Create Buy in among staff members by presenting system as source to liberate them from too much tasks and measures that keeps them away from self appraisal.
- Appraisal form that is used annually must be used monthly or quarterly.
- Involve more people it spreads the ownership of performance evaluation system efforts throughout the school and ensures performance evaluation takes multiple perspectives into account.
- Performance evaluation must be for developmental purpose not for rewards and promotion.
- Indicators are only tools for assisting appraisal and may be reviewed and revised regularly by the school heads and the teachers concerned.
- Cultivate expertise in Performance evaluation system. Draw on staff with untapped analysis capabilities and establish a practice which helps them in decision making.
- Allow all students to express their different points of view and opinions instead of taking the feedback only from class representatives.
- Different indicators should be used for appraising teachers of different ranks, subjects or groups in order to reflect their performance under different job areas. The school may include some core indicators (which should apply to all teachers of the school) and some which are specific to the job areas, subjects and groups.

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