



Principal appraisal – a checklist for principals

The following questions, and others they suggest, might be helpful for principals to consider as they go through the process of appraisal which commences with the establishment of the board's policy on appraisal, and concludes with the follow up once the appraisal process is over.

You can also find this checklist on the SPC website as appendix A of the advice regarding principal performance appraisal.

[NZSPC Advice to principals' regarding performance appraisal \(2011\)](#)

Board policy formation

- Have I been consulted during the process the board used to arrive at a policy for my appraisal?
- Was a draft of the policy given to me to consider and to comment on?
- In my view, was the policy the board adopted fair and reasonable to me and to the board?

The performance agreement

- In the process of formulating the principal's performance agreement, have I been consulted regarding:
 - the goals I aim to meet?
 - the numbers of goals I am to meet?
 - the indicators for each goal?
 - the appraisal process which will be followed?
 - the person/persons who will undertake the appraisal?
- Does the performance agreement contain a reasonable balance between the schools needs and my needs?
- Does the performance agreement contain a balance between the fundamental day to day tasks I must carry out, and other tasks which the board and I may agree on from time to time?
- Does the performance agreement contain any reference to, or provision for, any professional development?
- Does the performance agreement contain non-professional goals for me to achieve which are not related to my leadership of teaching and learning in the school?
- Am I prepared to accept the performance agreement the board has settled on?

The appraisal process

- Have I been consulted over all those whom the board will approach during their consideration of my appraisal?

- Have I been consulted over the documentation/written material that the board considers relevant and will use during the appraisal?
- Have I been consulted regarding the wording of any questionnaires or surveys to be used in my appraisal, and the individuals/groups to whom they will be put?
- If interviews or discussion groups or focus groups are to be used, have I been consulted over those who will lead them, and the questions it is proposed to put to them?

The report to the board on my appraisal

- Have I been consulted over how it will be determined whether I have met/not met the terms and conditions of the performance agreement? (ie. what constitutes an “Achieved”?)
- Have I been given a draft of the appraisal report on which I may comment?
- Have any comments I have made regarding the draft report been considered before the final report was written?
- Am I happy with the way the report on my performance has been presented to the board?
- Was the presentation in accordance with the board’s policy?
- Was I able to speak to the board concerning the report before it, or a summary of it, was considered by the board?
- Was the board’s consideration of the report held “in committee”?
- Were there any issues of lack of confidentiality regarding the report, or the process used to produce the report, of which I am aware?

Follow up

- After the appraisal process concluded, has the board chair taken part in discussions with me regarding:
 - the process that was followed?
 - strengths of mine which have been identified?
 - areas of my performance which need attention/strengthening/ improvement?
- Have areas of professional development for me been identified and provided for in the ensuing year?
- Has the appraisal round just concluded had any impact on the next appraisal round?
- Does the board policy regarding the principal’s appraisal need changes or amendment?
- In the performance agreement what goals:
 - will continue, or will be retained?
 - will be amended?
 - will be dropped?
 - will be added?

The process as a whole

- Has the appraisal process enhanced my job satisfaction? Why? Why not?

- Overall, was the appraisal fair to me? To the board?
- Did my appraisal accord with the principles of natural justice?