

**Quality Education Fund**  
**Application with Grant Sought Not Exceeding \$150,000**  
**Application Form --- Part II: Project Proposal**

<b>Project Title</b> Use of New Technology for Teacher Appraisal and Enhancing Self-evaluation	<b>Project Number</b> 2013/0347 (Revised)
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**Basic Information**

Name of School / Organisation / Individual  
**HKTA TANG HIN MEMORIAL SECONDARY SCHOOL**

**Beneficiaries**

- (a) Sector:  Pre-primary  Primary  Secondary  Special (Please tick)\*
- (b) Students: 1013 (in number)\* and S1-S6 (class level/age)\*
- (c) Teachers: 63 (in number)\*
- (d) Parents: \_\_\_\_\_ (in number)\*
- (e) Participating Schools (excluding applicant school): \_\_\_\_\_ (in number and types)\*
- (f) Others (please specify): \_\_\_\_\_

\* Please specify where appropriate

**Proposal****(I) Project Needs**

- (a) Please state the aims of the project in clear and concise terms.

To improve teacher appraisal system and enhance self-evaluation by reducing teachers administrative work. Collected digitized data shall be used to help teachers improve and help school's long-term sustainable development.

- (b) (i) What are the areas of the needs and priorities of the school?  
 (Please tick the appropriate box(es).)
- Enhance school management / leadership and teachers' professional development / wellness
- (ii) Please give background information to justify the demonstrated needs as mentioned in (b)(i).
- School development plan:  
 Our school puts "Effective Learning" as our first major concern. Teacher effectiveness and professional development are emphasized. The following strategies have been adopted. (extracted from the School Development Plan)
1. Revise the teaching objectives and contents after the evaluation of the public

exam results in the light of student ability.

2. Give more support and advice to the subject panels of subjects where results in the HKDSE were less satisfactory.
3. Improve classroom teaching practices through the use of appropriate teaching and learning strategies to enhance student thinking.
4. Promote teacher professional development through peer observation, collaborative teaching, lesson studies and organizing professional development workshops.

Survey findings:

Following face-to-face discussion with some mid-rank teachers and many frontline teachers, it was found that most teachers expressed concern that the amount of administrative work is too great. Most teachers spend around one week completing the appraisal forms and self-evaluation forms. Exercise book checks are conducted by subject panels twice a year. Depending on the size of the panel, the administrative workload can be very heavy.

Literature review summary:

According to EDB's document on "Teacher Performance Management"<sup>1</sup>, "Teachers' professional competence and working attitude have a direct bearing on teaching standard and learning effectiveness. Schools should establish transparent and accountable performance management policies and mechanisms." Our school has been using a comprehensive appraisal system to evaluate teachers' performance. According to the School Administrative Guide, the school teacher appraisal system comprises of the following:

1. Lesson observation:- Each teacher should have 1 lesson observed by panel chairperson. The panel chairperson should complete a lesson observation report.
2. Exercise book checking:- All the exercise books should be checked by subject panel chairpersons. A report should be completed by the panel chairperson per form per teacher per subject.
3. Assessment results:- Tally form and assessment summaries are generated for easy reference and evaluation of students' performance.
4. Continuous Professional Development:- Each teacher should complete a CPD report at the end of each academic year.
5. Self-evaluation report:- All teachers should evaluate themselves in the areas of "Teaching and Learning", "Student Support", "Self Evaluation" and "Overall performance".
6. Appraisal Reports:- Each subject panel chairperson should complete an appraisal report (Form IIA) for each panel member. Each administrative unit chief should complete an appraisal report (Form IIB) for each panel member.

<sup>1</sup>[http://www.edb.gov.hk/attachment/en/sch-admin/sbm/corner-imc-sch/teacher%20performance%20management\\_eng.pdf](http://www.edb.gov.hk/attachment/en/sch-admin/sbm/corner-imc-sch/teacher%20performance%20management_eng.pdf)

Relevant experiences:

Our school installed the smartcard system in 2006. It was found that administrative burden of teachers could be reduced and efficiency was improved.

- (c) Please elaborate the innovative ideas or new practices to enhance, adapt, complement and/or supplement the existing practices of the school.

Our school has been using the comprehensive appraisal system to evaluate teachers' performance and enhance self-evaluation. In recent IMC meetings, school managers have expressed concerns about teacher assessment and appraisal. Some commented that the current practice is, though comprehensive, can increase the workload of mid-rank teaching staff. There are lots of quantitative data and qualitative comments in the current paper-based records.

By putting together various assessment data, the individual performance of different teachers can be compared in relation to students' performance. Such findings can also be shared among subject panel members to improve teaching strategies.

In order to reduce the workload on teachers, data collection should be streamlined to facilitate data comparison and reduce hard-copy output. A digitized system is needed in order to achieve this.

The appraisee would then be able to review past appraisal records at any time. This would accelerate the self-evaluation cycle. Also, transparency of school management can be enhanced. Moreover, a summary of teacher performance can be generated immediately. School managers would be able to read the summary reports. School management accountability would also be enhanced.

We believe that with the implementation of this new system, the following goals could be achieved.

1. **Reduction of teachers' workload**
2. **Improvement of teaching strategies** through self-evaluation
3. Enhancement of school management through **transparency**
4. Enhancement of school management through **accountability**
5. Enabling students to **learn more efficiently**

## (II) Project Feasibility

- (a) Please describe the design of the project, including:

- (i) Approach/Design/Activity

Employ a full time project coordinator to coordinate the schedule of work and implementation of the system. The system is password-protected and can be used on different platforms. It also allows for real time uploading and editing of appraisal and evaluation records, lesson observation snapshots and assessment results. Past records can be retrieved for comparison and evaluation.

An interim review will be carried out to ensure quality. Some panel chairpersons will be involved in performing the user-acceptance test so that the system can be guaranteed user-friendly and, hence the administrative workload reduced.

The system will be developed in an existing server computer. Therefore, extra hardware is not necessary.

(ii) Key Implementation DetailsProject period: 11/2014 (month/year) to 10/2015 (month/year)

Month / Year	Content / Activity / Event	Target Beneficiary/Participants
11/2014	Employment of Project Coordinator Review current appraisal and self-evaluation system System Design, interface design	Principal, Vice-principal Principal and Executive Committee Members Vice-principal, Project coordinator
11-12/2014	System development – Part 1 (Lesson Observation / Exercise Book Checking)	Project coordinator
1/2015	System Testing – Part 1	Vice-principal, Project coordinator, Some Subject Panel Chairpersons for pilot testing
2/2015	Staff data entry	Clerks
3-4/2015	System development – Part 2 (Appraisal Forms / Data exchange interface for assessment results) System Testing – Part 2	Project coordinator Vice-principal, Project coordinator, Some Subject Panel Chairpersons for pilot testing
5/2015	Review and feedback in Part 1 and Part 2 of the system	Principal and Executive Committee Members
6/2015	System development – Part 3 (CPD record / Self-evaluation)	Project coordinator
7/2015	System Testing – Part 3	Vice-principal, Project coordinator, Some Subject Panel Chairpersons / Unit Heads for pilot testing
8/2015	System development and Testing – Part 4 (System reporting module)	Vice-principal, Project coordinator, clerks
9-10/2015	Data migration- manual import of data for recent 2 years	Project coordinator, clerks
10/2014	User-acceptance test	Principal, Vice-principal, Subject Panel Chairpersons / Unit Heads

(b) Please explain the extent of teachers' and/or principal's involvement and their roles in the project.

- (i) Number of teachers' involved and degree of input (time, types, etc.):  
A committee will be setup to coordinate the development of the system.

Teachers involved	Role
Principal	Chief Advisor
Vice-Principal	Project in-charge; System test, Database Administrator
Vice-Principal, Staff Development Unit Chief	Review appraisal system, CPD and self-evaluation system.
Head of the Examination Unit	Provide assessment result
School Examination System Developer	Prepare data exchange with school exam system.
About 3 Subject Panels / Unit Head	Pilot testing
IT Technician	Data backup, networking
2 Clerks	Data Entry, Report printing

- (ii) Roles of teachers in the project: (Please tick the appropriate box(es).)

- Leader
   
  Co-ordinator  
 Developer
   
  Service recipient  
 Others (please specify) \_\_\_\_\_

(c) Please provide the budget of the project and justify the major items involved.

**Grant Sought: HK\$ 149,900.00**

Budget item*	Expenditure Detail		Justification
	Item	Amount (\$)	
i) Staff	Salary for Project coordinator MPF	\$11,500.00*12 months \$575.00*12 months	A full time project coordinator is employed to coordinate the schedule of work and implementation of the online system.
ii) General expenses	Audit	\$5,000.00	To audit the account upon project completion
<b>Total Grant Sought (\$):</b>		149,900.00	

**Assets Usage Plan: Not applicable.**



**(III) Expected Project Outcomes**

(i) Please describe how to evaluate the effectiveness of the project;

*(Please tick the appropriate box(es).)*

Observation: Reduced work load on self-evaluation and appraisal practice.

Pre- and post-activity surveys:  
Time spent in completing appraisal forms / self-evaluation forms .  
Time spent in retrieving cross-year comparison.

Others (please specify):  
An online platform for staff appraisal and self-evaluation is established.  
The system can be used on different platforms. There is a high degree of  
flexibility involved so it is sustainable.

and (ii) Please state the project deliverables or outcomes.

*(Please tick the appropriate box(es).)*

Learning and teaching materials

Resource package

DVD

Others (please specify): An online platform for Staff Appraisal and  
Self-evaluation

**(IV) Report Submission Schedule**

My school commit(s) to submit proper reports in strict accordance with the following schedule :

Project Management		Financial Management	
Type of Report and covering period	Report due day	Type of Report and covering period	Report due day
Final Report 1/11/2014 - 31/10/2015	31/1/2016	Final Financial Report 1/11/2014 - 31/10/2015	31/1/2016