

How to build a culture of internal evaluation?

February 2011

Definition of Internal-Evaluation

“Internal Evaluation is a framework for school improvement that begins with Self and impacts throughout the whole school community . The process begins with ‘Where we are? ’”

Strengths

- **Self**-begins with **my impact** on school
- Improvement-not just a "Check"
- **Evaluation** takes root when improvement becomes apparent
- Staff acquire skills in evaluation
- Peer-to-Peer is a developmental opportunity when well planned
- **Evaluation** leads to Staff Development improves teaching methodology
- Including students/parents in evaluation empowers them to have influence on school
- Head-teacher evaluates self, which gives good example to staff to begin process of evaluation 360 degree survey

Weakness

- **Dynamics** of classroom, psychological climate
- Evaluation will require commitment of **resources**, (money, personnel, time etc)
- Evaluation depends on strong leadership
- 1 year experience followed by 24 years of recycling
- Each school has to develop their **own** questionnaire and surveys. Assistance required
- In some societies, teaching is perceived as an **inferior** profession to some other professions
- Peer-to-Peer teaching must be very well planned

Opportunities

- **Meaningful** participation provided for everyone in the school.
- Staff invited to **engage** in the question “What is a good school to satisfy pupil development?”
- Evaluation is **positive** experience, no sanction involved.
- According to survey 80% of Lithuanian teachers said that evaluation **improved** the quality of their teaching
- Positive feedback in evaluation allows teacher to **celebrate & share success**
- School is in control of its own improvement

Threats

- Students might manipulate **assessing** the teachers
- **Fear**, the threat of being examined. Some teachers don't understand that criticism is a challenge to improve
- Evaluation might show different **hierarchies** of teaching which might embarrass
- If Evaluation is based on **quantity** not **quality**, it becomes a threat.

Recommendations for creating a culture of internal evaluation in schools

- Evaluation must be **bottom up & top down**
- Provide opportunities for in-service of teachers at Universities
- Important that older/experienced teachers be given opportunity for personal development
- Resources such as **Time, In-service, Support etc** must be provided
- Build your own criteria according to your own needs. This creates ownership.
- Evaluation requires a change in thinking. (Paradigm). When you change your thinking, your actions will change as well.