



# APPRAISAL

The Challenge for Leaders

19th June 2025



Helping leaders build stronger schools  
through effective professional development



# About TDT

Founded by teachers and leaders in 2012, Teacher Development Trust (TDT) is a charity that works across the education sector to promote the principles of good CPD.

We've have worked with thousand of school and trust leaders, and policy makers, to help build stronger schools through effective professional development





# About TDT



**Andrea Bean**  
Research and  
Evaluation Manager



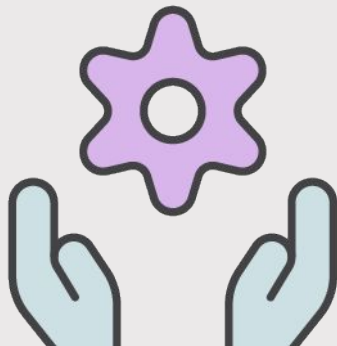
**Gareth Conyard**  
CEO



**Louise Worgan**  
Professional Learning  
Lead



# Values



**We are smart**



**We have heart**



**We are humble**



# TDT Research

With support from globally leading partners, researchers and advisors, TDT curates and disseminates rigorous evidence to support school leaders with their staff development approaches



## **Creating a CPD entitlement that works – our findings**

### **Creating a CPD entitlement that works – our findings**

In response to the Labour Party's mission document, we began to explore their proposal of an entitlement to continuous professional development.



## **Transforming Teacher Appraisal**

### **Transforming Teacher Appraisal: Moving away from Performance-Related Pay and towards meaningful professional growth**

September 2024 marked a significant turning point in how UK schools approach teacher appraisal - our research considers what this means for teacher development



## **A Culture of Improvement**

### **Culture of Improvement: Reviewing the research on teacher working conditions**

The Culture of Improvement report demonstrates why a 'cut-and-paste' approach to professional development is so limited.



# Forum Purpose

## Insight

- Colleagues
- Challenges
- Successes
- Practical

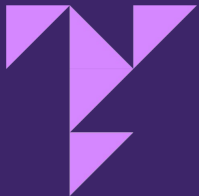
## Connection

- Collaboration
- Discussion
- Understanding

## Influence

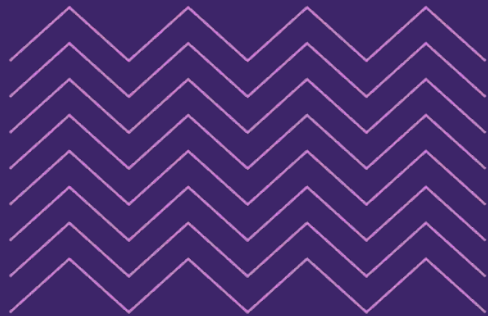
- Support
- Resources
- Leadership
- Future

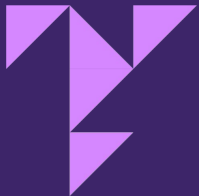




# Appraisal and TDT

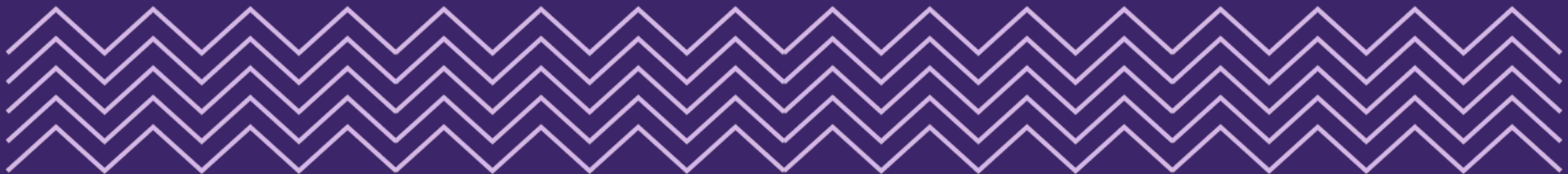
Why this and why now?





*“For appraisal schemes to have value and to contribute to the quality of education, teachers need to be able to trust in them and to consider them fair. Teachers value appraisal if they see that it can yield positive outcomes such as high quality professional development and relevant professional and career advice”*

Figazzolo, 2013







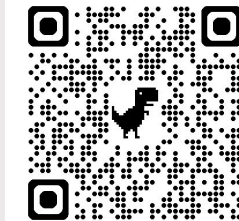
# Transforming Teacher Appraisal



No longer a legal requirement to tie pay decisions to appraisal outcomes. Key rationale:

- Reduce administrative and workload burden
- Provide greater flexibility for schools
- Foster more professional growth
- Encourage consideration of more key factors

**With the recent removal of mandatory Performance-Related Pay (PRP), schools now have greater flexibility to implement more developmentally focused appraisal systems.**



Research indicates that teacher appraisal is most effective when it:

- Prioritises development over high-stakes accountability
- Employs multiple evaluation methods
- Reduces administrative burden
- Promotes teacher autonomy
- Implemented by well-trained leaders

## Evidence-Based Reflection Questions

A guide for school leaders to implement **appraisal systems** that enhance teaching quality and professional growth



### Essential Elements for Professional Growth

- ▶ How am I prioritising developmental feedback to ensure it is clearly separated from high-stakes accountability?
- ▶ How do I plan to use multiple evaluation methods including observations, peer feedback, and self-assessment?
- ▶ How am I ensuring regular, low-stakes feedback, replacing annual high-pressure reviews?
- ▶ What mechanisms am I using to promote teacher autonomy through self-reflection and teacher-led goal-setting?
- ▶ What plans am I putting in place to train appraisers to provide unbiased, constructive feedback?



### Balancing Accountability with Development

- ▶ To what extent am I decoupling appraisal from Performance-Related Pay?
- ▶ How am I standardising expectations while allowing contextual flexibility?
- ▶ How are teachers involved in shaping evaluation criteria and how has this increased transparency?
- ▶ What coaching approaches am I adopting in place of judgemental evaluations?
- ▶ What evidence do I have that I am building a culture of consistent, fair processes to enhance engagement?



### Implementing Systems that Enhance Teacher Quality

- ▶ What evidence demonstrates that I have shifted the focus from compliance to professional development?
- ▶ What specific mechanisms am I implementing to support rather than penalise struggling teachers?
- ▶ What strategies am I using to minimise administrative burden and how have I ensured that processes and documentation are streamlined?
- ▶ How am I ensuring regular evaluation of the appraisal system, and how am I using feedback to refine it?
- ▶ What specific non-monetary incentives am I using to recognise teacher growth, and how are these communicated?

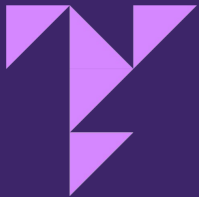
Based on research by Isoré (2009), Figazzolo (2013), Murphy (2013), Wood et al. (2017), Worth & Van den Brande (2020), CPD (2023), Anderson & Conroy (2024), Marsden & Sezer (2024), and Müller & Cook (2024).



# Breakout Discussion

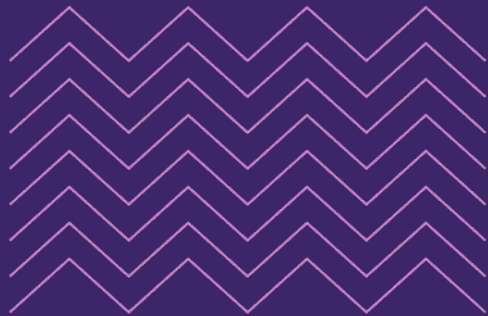
- Introduce yourself, your role and school
- Provide context to your setting
- Outline your current position regarding appraisal changes

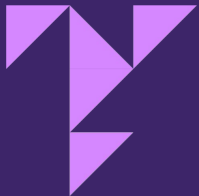




# Key challenges

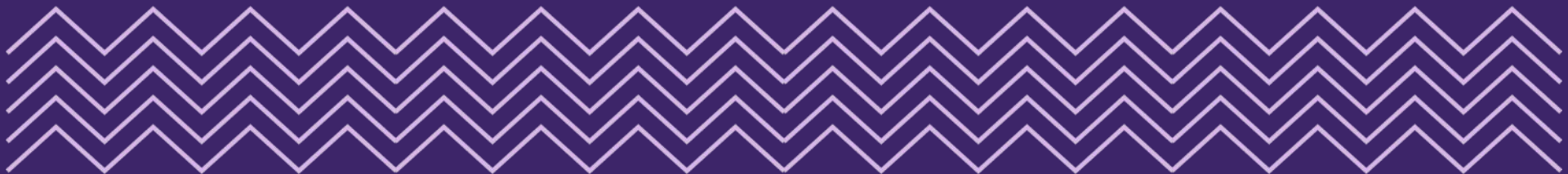
Knowledge sharing





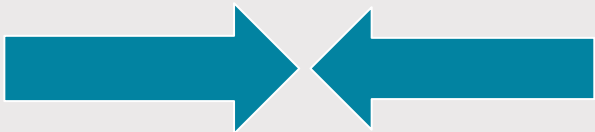
*“Poorly designed or disengaging appraisals tend to amplify divisiveness rather than motivation.”*

Marsden and Sezer, 2024





# Challenges



Vision

Accountability

Recommendations

Workload

Best Practice

Resources

**Culture**

**Capability**

**Workload**

**Clarity**

**Integration**

**Accountability**

**Resources**

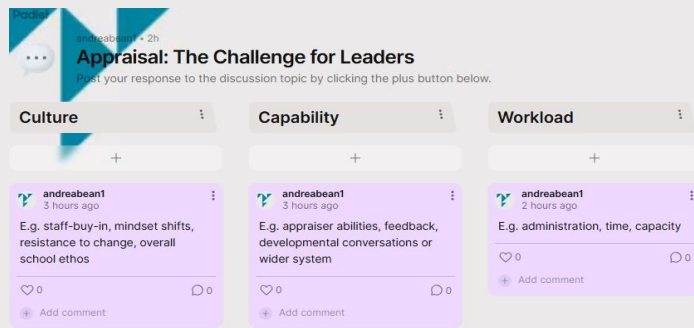
**Other**

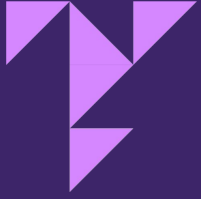


# Breakout Discussion

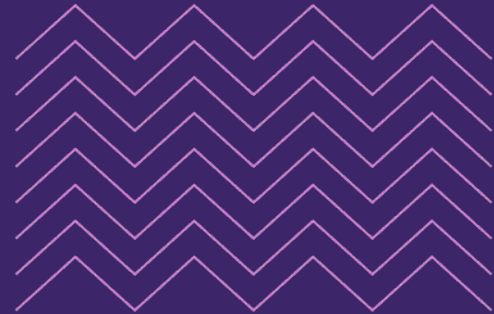


- What specific difficulties are you currently encountering in your setting?
- What factors do you need to account for when considering implementing change or making adaptations?
- Has anyone found any innovative or successful ways to navigate these challenges?





# Next Steps and Close







# TDT Next Steps

- Summarise collective thinking and circulate
- TDT future appraisal support for leaders
- Personal experiences/case studies of appraisal

Helping leaders build stronger schools through effective professional development



# CPD Leadership Hub



The **CPD Leadership Hub** is filled with carefully curated research, tools and insights for leaders of professional development. Create a **free account** to access:

- **A free CPD Leadership Reflection Tool** to help you reflect on areas of strength and development in your CPD provision
- **Low-cost Online Learning Modules** to support development of your CPD Leadership
- **Affordable 1:1 coaching packages** to help you plan, implement and evaluate new approaches to leading professional growth
- **Curated libraries** of resources, research, and insights

tdtrust.org

## Research, innovation and evidence

Using data and adapting research ideas to have real impact on professional development



### Research

Delve into our curated library of key research to inform effective CPD planning and implementation.

[Explore more](#)



### Resources

Find practical tools and actionable strategies to help you in your daily responsibilities and leadership initiatives.

[Explore more](#)



### Insights

Read actionable insights from teachers, leaders, and CPD professionals.

[Explore more](#)



# TDT Programmes for you

Leading CPD within a school is a role that comes with unique challenges. Our **coaching** and **qualifications** are designed to help you develop the skills and knowledge you need to lead a successful CPD programme. Our programmes and courses include:

- **Associate Qualification in CPD Leadership** to help you learn everything you need to know about planning and leading effective, evidence-based CPD
- **1:1 Coaching for Leaders of CPD** to receive tailored guidance on your next steps as a CPD Leader





# Stay in touch

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[www.tdtrust.org](http://www.tdtrust.org)



**TEACHER  
DEVELOPMENT  
TRUST**

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effective professional development

# THANK YOU

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