

TEACHERS SERVICE COMMISSION

Telephone: 0202892000
Email: info@tsc.go.ke
Website: <http://www.tsc.go.ke>

When replying please quote



TSC HOUSE
UPPER HILL, NAIROBI
KILIMANJARO ROAD
PRIVATE BAG - 00100
NAIROBI, KENYA

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**TO: TSC COUNTY DIRECTORS
TSC SUB COUNTY DIRECTORS
CURRICULUM SUPPORT OFFICERS**

EVALUATION OF PERFORMANCE CONTRACTING (PC) FOR HEADS OF INSTITUTION AND TEACHER PERFORMANCE APPRAISAL AND DEVELOPMENT (TPAD)

The Teachers Service Commission rolled out Performance Contracting (PC) for Heads of Institution and Teacher Performance Appraisal and Development (TPAD) programmes in January 2016 for implementation in all learning institutions. The performance management tools are aimed at enhancing curriculum delivery, improve efficiency and inject professionalism in the teaching service.

This is in line with Section 11 (f) of the TSC ACT that mandates TSC to monitor the conduct and performance of teachers in the teaching service. Section 35 (1) of the Act further empowers the Commission to ensure teachers comply with the teaching standards prescribed by the Commission.

1. Achievements in Implementation

Following a comprehensive monitoring and evaluation of the implementation of PC and TPAD in September 2016 and February 2017, it was noted that PC and TPAD is fully on course in all learning institutions. It was also established that Field Officers, Heads of Institution and teachers are actively playing their different roles in the successful implementation of the performance management programmes.

In particular, the Commission noted the following remarkable achievements:

- i. Compliance status**
Heads of Institution and teachers have fully embraced Performance Contracting (PC) and Teacher Performance Appraisal and Development (TPAD) through signing of PCs and setting appraisal targets, and as a result the two performance management tools have been entrenched into the teaching service.
- ii. Effective time management**
The implementation of PC and TPAD have considerably reduced teacher absenteeism from school and improved overall lesson attendance by all teachers. This has in turn impacted positively on the quality of teaching through improved syllabus coverage and curriculum delivery.
- iii. Use of professional documents**
There is commendable improvement in preparation of schemes of work, lesson plans, lesson notes and learning and teaching aids. To a large extent, lesson observation records, learners' Progress Records and Record of Work are also well maintained.
- iv. Safety of learners**
There is increased sensitivity among teachers on issues pertaining to the safety of learners as demonstrated through teachers' understanding of legal and policy provisions on learners' welfare. Documentation on learners' behaviour and parental involvement in correctional programmes is in place in many schools.
- v. Financial management**
There is improved adherence to approved budgets, improved submission of books of accounts for audit and compliance with the Public Procurement and Asset Disposal Act. This is expected to result in more efficiency and economic use of financial resources to enhance teaching and learning programmes in all institutions.
- vi. Supervision**
Heads of Institution have stepped up supervision by ensuring maintenance of appraisal records, curriculum audit reports, teacher lesson attendance registers and submission of staffing returns to the Commission. This has impacted positively on curriculum delivery in the various schools.

2. Additional Improvement Measures

In order to consolidate the gains realized in the implementation of PCs and TPAD so far, the Commission has put in place measures to ensure field officers are facilitated with regard to building capacity, logistics and information communication technology (ICT) infrastructure.

In the meantime, County Directors, Sub-County Directors and Curriculum Support Officers are advised as follows:

i. Operational Support

A performance contracting and appraisal secretariat under the Quality Assurance and Standards Division has been established at the TSC Headquarters to offer operational support. The secretariat personnel can be reached on 020-2892315 or 020-2892343.

ii. Responsibilities of County Directors

County Directors will be required to:

- a) Strengthen monitoring of PC and TPAD by ensuring Heads of Institution sign performance contracts based on the seven criteria and teachers are appraised on the seven teaching standards in the TPAD.
- b) Visit all schools in a county and submit returns to the Commission headquarters.
- c) Initiate programmes for providing professional support to teachers, CSOs and SCDs in the implementation of PC and TPAD. The programmes may entail addressing performance gaps in the seven teaching standards for teachers and/or performance indicators for Heads of Institution.
- d) Ensure timely submission of appraisal data for PCs and TPAD. This should be done through continuous monitoring and evaluation of the implementation process.

iii. Responsibilities of Sub-County Director

Sub County Directors will be required to:

- a) Visit learning institutions to monitor and evaluate the implementation of PCs and TPAD.

- b) Offer professional and technical support to Heads of Institution in the seven performance contracting criteria in PC and seven teaching standards in TPAD.
- c) Carry out the actual appraisal of all principals in the sub-county and provide feedback to CSOs, Heads of Institution and teachers.
- d) Map schools by entering into the TMIS platform the schools' name, the zone, division, sub-county and county. Give CSOs, Heads of Institution and teachers' access rights to the TPAD platform.

iv. Responsibilities of Curriculum Support Officer

Curriculum support officers will be required to:

- a) Visit all schools to monitor implementation and offer professional support on the seven criteria for PCs and seven teaching standards for TPAD. CSOs should submit to SCDs a monthly list of schools visited and the issues addressed during the monitoring and evaluation visits.
- b) Supervise the appraisal process of all teachers within a zone and carry out the actual assessment of head teachers.

All efforts will be made to build on gains already made in PC and TPAD in improving the quality of teaching in public learning institutions. The Commission will continue to provide the necessary support for sustainable implementation of the performance management programmes.



NANCY NJERI MACHARIA
SECRETARY/CHIEF EXECUTIVE