

PAY POLICY FOR TEACHING AND LEADERSHIP POSTS

Contents:

1. Objective, Scope and Principles
2. Basic Pay Determination on Appointment
3. Short Notice/Supply Teachers
4. Pay increases due to 'cost of living' awards and changes to the STPCD
5. Discretionary Allowances and Payments
 - 5.1 Teaching and Learning Responsibility Payments (TLRs)
 - 5.2 Special educational needs (SEN) allowances
 - 5.3 Unqualified Teacher Allowance
 - 5.4 Acting allowances
 - 5.5 Provision of service to another school(s)
 - 5.6 Recruitment and retention incentives and benefits
 - 5.7 Honoraria payments
 - 5.8 Out of school hours teaching activities
 - 5.9 Safeguarding
6. Pay Reviews
7. Pay Progression
8. Appeals
9. Monitoring the impact of the policy

- Appendix 1: School Staffing Structure
Appendix 2: Pay Structure
Appendix 3: School Skill Level Descriptors

1. Objective, Scope and Principles

1.1 The Governing Body has adopted the policy set out in this document to provide a clear framework for the management of pay for all staff employed in the school.

1.2 This policy applies to all teachers of the school, except the appraisal section for those on contracts of less than one term, those undergoing induction (e.g. NQTs), non-teaching staff during their probation period, and those who are subject to the formal stages of the schools' capability policy.

1.3 The Personnel Committee will have full authority to take decisions on behalf of the Governing Body on pay matters as defined in this policy for the teaching staff. The Headteacher's Performance and Pay Committee (HTP&P Committee) will have full authority to take decisions on behalf of the Governing Body on pay matters as defined in this policy for the Headteacher except for the assigning and review of the Individual School Range.

1.4 The policy complies with the School Teachers' Pay & Conditions Document (STPCD) and the accompanying statutory guidance and with national and local pay agreements for support staff and these documents will take priority in any disputes.

1.5 This policy aims to:

- maximise the quality of teaching and learning at the school;
- support the recruitment and retention of a high quality workforce;
- recognise and reward staff for their contribution to school improvement;
- ensure that pay and performance appraisal arrangements enable the current and future delivery of the curriculum and school improvement plans;
- ensure that pay decisions are made in a fair and transparent way; and
- ensure that available monies are allocated appropriately.

2. Basic Pay Determination on Appointment

2.1 The Governing Body will determine the pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that range to be offered to the successful candidate.

2.2 In making such determinations, the Governing Body will take into account a range of factors, including:

- the nature of the post
- the level of qualifications, skills and experience required
- market conditions
- the wider school context
- (for teachers) any specific restrictions set out in the School Teachers' Pay & Conditions Document

2.3 There is no assumption that any employee, including teachers, will be paid at the same rate as they were being paid in a previous school.

2.4 A teacher transferring roles internally within the school will continue to be paid the same salary on the main pay range (Bands 1 and 2) or the upper pay range (Band 3) as paid in the previous role.

2.5 The Governing Body may, at their discretion, award an additional payment in respect of housing or relocation costs. For teachers in the leadership group this will not be included in the calculation of the Individual School Range (ISR) or the 25% of basic salary restriction on temporary payments.

2.6 Leadership teacher posts (Headteacher, Deputy & Assistant Headteacher)

2.6.1 The pay ranges for the Headteacher, Deputy Headteacher(s) and Assistant Headteacher(s) will be determined in accordance with the criteria specified in the current STPCD.

2.6.2 The Governing Body will assign a seven point ISR, for the Headteacher and a five point ISR for other leadership group posts.

2.6.3 The range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts. The amount paid to a previous post holder will not influence the range that may be set for a new appointment.

2.6.4 Temporary payments to the Headteacher will be determined in accordance with the provisions of the STPCD and will be reviewed annually.

2.6.5 On appointment the salary of the Headteacher will be within the agreed ISR. Governors reserve the right to make an offer at any point on the range for an exceptional candidate.

2.6.6 Other than in exceptional circumstances, the Governing Body will ensure that there is no overlap of pay points between the Headteacher and any other leadership post.

2.6.7 On appointment a teacher paid within the leadership range will be appointed according to skills and experience at any point below the maximum of the range.

2.6.8 The pay range for teachers paid on the leadership spine will be reviewed where there is a significant permanent change in the duties and responsibilities of the post, or where it is necessary to maintain consistency across the leadership group.

3. Short Notice/Supply Teachers

3.1 Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata.

3.2 Agency Workers Regulations Provide for an agency Teacher who has worked in the same school for more than 12 weeks to have the right to be paid in accordance with the normal terms and conditions applied by the school for the post undertaken. This will normally be limited to payment within the main pay range as agency teachers will not usually be expected to meet the requirements of an upper pay range teacher.

4. Pay increases due to 'cost of living' awards and changes to the STPCD

4.1 All teachers are paid in accordance with the statutory provisions of the document as updated from time to time. The Governing Body will ensure that all teachers are paid within the statutory ranges set out in the STPCD.

4.2 The Governing Body will annually determine the extent of any uplift to teachers within the minimum and maximum amounts of their pay ranges and TLR and SEN allowances. This may see the school apply the uplift that applies to the ranges within the STPCD to each point or set its own percentage increase, or do nothing. There is no obligation on the Governing Body to uplift, or if performance is below expectations, to progress. The exception to this is those staff at the bottom of a range who will as a minimum be uplifted to ensure their pay does not fall outside the relevant range contained within the STPCD.

4.3 For non-teaching staff employed on NJC Local Government terms and conditions of service any uplift will be applied in accordance with any nationally agreed award.

5. Discretionary Allowances and Payments

5.1 Teaching and Learning Responsibility Payments (TLRs)

5.1.1 TLR payments will be awarded to the holders of the posts indicated in the schools' staffing structure.

5.1.2 TLR payments will be awarded to a teacher on the main range or upper pay range where a teacher is required to undertake a sustained additional responsibility within the schools' staffing structure for ensuring the continued delivery of high quality teaching and learning for which they are accountable.

i.e. where a post:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgment;
- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils;
- involves line management, leading, developing and enhancing the teaching practice of others; and
- must be a significant responsibility that is not required of all classroom teachers.

- 5.1.3 TLRs will not generally be awarded in a primary setting for subject coordination, as all teachers, where not otherwise restricted from doing such work, will have the same responsibility and are not therefore eligible for a TLR. The Governing Body will award TLR payments within the range prescribed in the School Teachers' Pay and Conditions Document. In this school the Personnel Committee has determined that TLR payments will be as follows: TLR 2 (£2,600 - £3,500)
- 5.1.4 A teacher is not entitled to be awarded more than one TLR of any value, with the exception of a TLR3.
- 5.1.5 A TLR payment will not be awarded in respect of teaching duties in Special Educational Needs or pastoral care.
- 5.1.6 The Governing Body may award a fixed-term TLR3 to a classroom teacher for clearly time-limited school improvements, or one-off externally driven responsibilities. The annual value of a TLR3 will fall within the range set by the STPCD applicable at the time. The duration of the fixed term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed term. Where a TLR3 is awarded to a part-time teacher it must be paid on a pro-rata basis.
- 5.1.7 There will be no salary safeguarding of any fixed term/temporary TLR payments. TLR1 and TLR 2 payments may not be temporarily added to the structure so will only be applied on a temporary basis to those acting up in the absence of a colleague.

5.2 Special educational needs (SEN) allowances

- 5.2.1 The Governing Body will award SEN allowances in accordance with the criteria and provisions set out in the current STPCD.

5.3 Unqualified Teacher Allowance

- 5.3.1 The Headteacher may determine that an additional Allowance be paid to an unqualified teacher who is paid on the Unqualified Teachers' Pay Range where, in the context of its staffing structure, the teacher has:
- taken on a sustained additional responsibility which is:
 - focussed on teaching and learning; and
 - requires the exercise of a teachers' professional skills and judgement: or
 - qualifications or experience which bring added value to the role s/he is undertaking.
- 5.3.2 The Headteacher will determine the amount of any such allowances having due regard to consistency, fairness and transparency.

5.4 Acting allowances

Where a teacher is assigned and carries out the duties of a Headteacher, Deputy Headteacher, or Assistant Headteacher, but has not been appointed in an acting capacity the Governing Body shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay & Conditions Document.

Consideration may be given to backdating any increase to when the additional duties commenced.

5.5 Provision of service to another school(s)

- 5.5.1 The Governing Body will formally authorise any agreement for the Headteacher to provide services relating to the raising of standards in one or more other school. Where such an agreement is authorised, the Governing Body will determine, what, if any, proportion will be paid to the Headteacher and/or other staff, of additional income received by the school as part of the agreement. Any such payments will be in accordance with the terms of the Teachers' Pay & Conditions Document and will be temporary with no entitlement to safeguarding when they cease.
- 5.5.2 This does not apply to the Headteacher where the Headteacher is appointed as the Headteacher of more than one school, as this responsibility will be reflected in the setting of the ISR or an additional temporary allowance.

5.6 Recruitment and retention incentives and benefits (teachers on MPR and UPR only)

- 5.6.1 The Governing Body may, on the advice of the Headteacher, consider the award of a recruitment and retention payment to a teacher where there is clearly demonstrated evidence that such a payment is:
- required to attract suitable candidates for a post which it has been or it is considered difficult to fill; or
 - required to retain the skills and expertise of a teacher, particularly in a specialist area or where it is considered that the subsequent vacancy would be difficult to fill;
- 5.6.2 The value of any recruitment or retention payment will be determined according to the circumstances of each case but will take into account salary relativities across the school structure and known staffing changes in the future and would normally be within the range £500 - £1,000.
- 5.6.3 The duration of the payment will be determined according to the circumstances of the payment. Such payments will be subject to annual review which may extend the period if appropriate.
- 5.6.4 Members of the leadership group will not be entitled to a separate recruitment and retention payment, save where it relates to reasonably incurred housing or relocation cost on recruitment.

5.7 Honoraria payments

- 5.7.1 The Governing Body will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher, recognising that there is no provision within the STPCD for the payment of bonuses or honoraria in any circumstances.
- 5.7.2 Such awards may however be made to non-teaching staff, such payments will be exceptional in their use rather than the norm. Honoraria payments can be used when an individual is undertaking work that is part but not all of a higher graded position for a period of 4 weeks or more.
- 5.7.3 Honoraria payments can also be used to reward additional or onerous tasks or a specific piece of project work at the same grade or lower, for a specific period over 4 weeks or more. In such circumstances the payment would not normally exceed the value of the difference of an employee's monthly salary and one or two incremental points higher, this relates to spinal column points not hay grades.
- 5.7.4 Where the full duties of a higher grade are undertaken this will be treated as acting up. The difference in salary between the two posts should be paid in relation to the percentage of duties of the higher post being undertaken i.e. if taking on 50% of higher graded post duties, post will usually be paid 50% of the difference between the two posts.

5.8 Out of school hours teaching activities

The Governing Body will make a payment to teachers who undertake 1:1 tuition/ booster classes outside of the teacher's 1265 hours as instructed by and agreed with the Headteacher.

Any additional payments will be paid at the teacher's normal hourly rate.

5.9 Safeguarding

The Governing Body will operate salary safeguarding arrangements in line with the provisions of the STPCD applicable at the time of safeguarding being applied.

6. Pay Reviews

- 6.1 The Governing Body will ensure that each teacher's salary is reviewed annually with effect from 1 September and that each teacher is notified of the outcome by no later than 31 October each year or 31 December for the Headteacher, and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled.
- 6.2 Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an

individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which it was made.

6.3 Where a pay determination leads or may lead to the start of a period of salary safeguarding, the Governing Body will give the required notification as soon as possible and no later than one month after the date of the determination.

6.4 It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

6.5 To be fair and transparent, assessments of performance will be properly rooted in evidence. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions.

6.6 Decisions regarding pay progression will be made with reference to performance appraisal reports and the pay recommendations they contain. In the case of NQTs, pay decisions will be made by means of the statutory induction process.

6.7 Teachers' performance appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Governing Body, having regard to the performance appraisal report and taking into account advice from the senior leadership team. The Governing Body will consider its approach in the light of the schools' strategic priorities and ensure that appropriate funding is allocated for pay progression at all levels.

6.8 In this school, judgements of performance will be made against objectives met, any relevant standards which apply to the role, and for teachers the schools' skill level/behaviour descriptors/career grade expectations.

7. Pay progression based on performance

7.1 Progression on the pay range for a member of teaching staff, including members of the leadership group will be subject to a review of their performance set against the annual appraisal review and the Governors' relevant skills level descriptors, as applicable. Employees will not move from Band 1 to Band 2 or from Band 2 to Band 3 on their range or ISR as appropriate until all the elements of the Governors' skills level descriptors applicable to the post for either Band 2 or Band 3 respectively have been met.

7.2 For teachers on the upper pay range (Band 3 – Expert Teacher) progression will only be considered after 2 years of sustained high quality performance.

7.3 The Governing Body may award one increment for sustained high quality performance against the criteria in section 8.2 above or may award two or more increments where performance has been exceptional and exceeded the expectations set out in section 8.2.

7.4 Where performance has not been of a sustained high quality the Governing Body may decide that there should be no pay progression.

7.5 Decisions regarding annual pay progression within the relevant ranges will be made with reference to teachers' performance appraisal statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.

7.6 The Governing Body expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Performance Appraisal objectives will be progressive and developmental, thereby ensuring that good performance is rewarded and that good teachers have the opportunity over a number of years, to progress to the maximum of their respective pay range.

7.7 Decisions on performance pay progression will be based on an assessment of the overall performance of the teacher.

7.8 A teacher will be eligible for annual performance pay progression where they:

- 1) have been assessed as meeting all of the teaching standards, throughout the assessment period;
- 2) have had their teaching assessed as at least good overall during the assessment period;
 - 2a) Upper Pay Range teachers will be expected to demonstrate increasing levels of outstanding teaching overall
 - 2b) Lead Practitioners will be expected to demonstrate outstanding teaching overall
- 3) have been assessed as meeting the requirements of their job description/job role;
- 4) meet their individual performance appraisal objectives;
- 5) consideration will be given where factors beyond the teacher's control have impacted on their ability to meet objectives;
- 6) have demonstrated a personal responsibility for identifying and meeting their CPD needs;
- 7) are performing in line with the skill level/behaviour descriptors/career grade expectations.

7.9 The evidence which will be considered in assessing performance will include:

- pupil progress data;
- quality of teaching against the Teaching Standards, including observed practice;
- self-assessment;
- professional dialogue;
- received feedback;

- performance appraisal statements;
- CPD records.

And in the case of Upper Pay Range teachers and Lead Practitioners, evidence of their contribution beyond their own classroom and their impact on the wider school.

7.10 Where a teacher has been absent for some or all of the assessment period, an assessment will be based on performance during any periods of attendance and/or prior performance.

7.11 Where the performance pay progression criteria are **not** met, the teacher will not receive any performance pay progression. A decision not to award performance pay progression may be made without recourse to capability procedures. However, teachers who fail to meet the minimum teaching standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.

7.12 Where a decision not to progress is made, the teacher will be supported through the performance appraisal process to improve their performance.

7.13 Pay movements from Band 1 (Teacher) to Band 2 (Accomplished Teacher)

The Governing Body has determined that, other than in exceptional circumstances, a teacher would not move from Band 1 (Teacher) to Band 2 (Accomplished Teacher) unless they are able to demonstrate a minimum 3 years' teaching experience, including a year of sustained level of performance at the higher level.

Progression between bands will be based on the teacher demonstrating, through performance appraisal that they meet the Teacher Standards and Professional Skills Level Descriptors for the new band.

The Governing Body has determined that a teacher appointed to Band 1 (Teacher) would, other than in exceptional circumstances, be expected to have progressed to the Accomplished Teacher band within 4 years of taking up their post. In circumstances where a teacher's performance is not at that level this will be addressed through the school's appraisal process and capability procedure if required.

7.14 Pay movements from Band 2 (Accomplished Teacher) to Band 3 (Expert Teacher)

Any qualified teacher may apply to be paid on the upper pay range. It is the responsibility of the teacher to decide whether or not they wish to apply.

For an application to be successful the teacher will need to demonstrate that they meet all the teacher standards and the professional skills level descriptors agreed by the Governing Body for teachers on the upper pay range (Band 3 – Expert Teacher). The teacher will also need to demonstrate that they have been working at that level for a significant period of at least 1 year prior to the submission of the application.

Any qualified teacher on the Main Pay Range may apply to be paid on the Upper Pay Range once per year. It is the responsibility of the teacher to decide whether or not they wish to submit an application.

Applications must:

- be made on the appropriate application and submitted to the Headteacher;
- be submitted by the end of the summer term in each year (consideration will be given to accepting late applications where individual circumstances e.g. absence prevent this deadline being met).

An application will be successful, if the Headteacher and the Pay Committee are satisfied that:

- the teacher is highly competent in all elements of the teaching standards; and,
- the teacher's achievements and contribution to the school are substantial and sustained; and,
- the teacher has fulfilled the schools' skills level descriptors/career grade expectations for Band 3.

In this school, this means that the teacher has consistently:

- demonstrated that they meet all teaching standards, both in terms of teaching and personal and professional conduct, over a sustained period:
- been assessed as meeting their performance appraisal objectives over a sustained period;

and in addition that;

- teaching has been rated as good overall, with some outstanding, over a sustained period;
- the teacher has demonstrated over a sustained period an ability to support pupils to exceed expected levels of progress/achievement;
- the teacher has consistently taken responsibility for identifying and meeting their own professional development needs and used their learning to improve their own practice and pupils' learning;
- the teacher has demonstrated that they have made an impact on the school beyond their own class/group(s) over a sustained period. This may include
- demonstrating an ability to coach, mentor, advise and demonstrate best practice to other teachers to enable them to improve their teaching practice;
- contributing to policy and practice which has improved teaching and learning across the school;

Sustained means maintained continuously over a period of at least 2 school years.

The school will exercise its discretion to consider performance over a lesser period where a teacher has been absent for some of the relevant period due to maternity, adoption, shared parental leave or ill health.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the upper pay range in that school or schools. This school will not be bound by any decision made by another school.

7.15 The application will be assessed: processes and procedures

The Headteacher or another assigned member of the senior leadership team (SLT) will assess all applications to be paid on the Upper Pay Range and their recommendation will be considered by the Pay Committee.

The Headteacher or another assigned member of the SLT will use the evidence contained in the teachers' performance appraisal review paperwork to make their assessment.

A teacher may, if they wish, provide additional evidence to support their application, but is not obliged to do so.

The Headteacher or assigned member of the SLT will discuss their recommendation with the teacher and the Pay Committee will confirm the decision by 31 October.

Where the application is approved, the teacher will progress to the minimum of the Upper Pay Range backdated to the 1 September (this will in effect be the beginning of the new appraisal year following the submission in the previous appraisal year).

Where the application is not successful, the Headteacher will provide feedback and the teacher will be provided with advice and support through the performance appraisal process to develop their skills with a view to them making a future successful application.

Teachers have the right to appeal any decision not to move them onto the Upper Pay Range.

8. Appeals

8.1 Pay recommendations will be contained within Performance Appraisal Review Statements and these will be discussed with employees at the review meeting. Where an employee has concerns about the pay recommendation which cannot be resolved at the review meeting, they should include these on the review statement for consideration by those responsible for making pay decisions.

8.2 An employee may make a formal appeal against a decision on pay, which must be submitted in writing within 7 calendar days of receipt of written notification of that decision.

8.3 The grounds of appeals are that the decision maker(s):

- incorrectly applied the provisions of the Teachers' Pay & Conditions Document / national / local terms and conditions

- failed to have proper regard for statutory guidance;
- failed to take proper account of relevant evidence and/or took account irrelevant or inaccurate evidence;
- were biased; or
- otherwise unlawfully discriminated against the employee.

8.4 Appeals will be heard by the Pay Appeals Committee.

8.5 The Appeals will be heard at a meeting, normally within 20 working days of receipt of the written appeal. The employee will be entitled to attend the appeal meeting, to make representations and to be accompanied by a work colleague or a member of a Professional Association or Trade Union.

8.6 Any written submissions relevant to the appeal must be circulated to all parties at least 3 working days prior to the meeting.

8.7 The decision of the appeal committee will be notified in writing and, where the appeal is rejected, this will include a note of the evidence considered and the reasons for the decision.

8.8 The decision of the Governing Body's Pay Appeals Committee is final and there is no recourse to the staff grievance procedure.

8.9 The Headteacher shall be entitled to attend, for the purposes of providing information and advice (except in the case of his/her own salary), all proceedings of the Pay Appeals Committee.

8.10 The role of the Pay Appeal Committee is not to make judgement about the effectiveness of individual staff. It is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and has been made taking proper account of equal opportunities and that correct procedures have been followed.

9. Monitoring the impact of the policy

9.1 The Governing Body will monitor the outcome and impact of this policy annually assess its effect and continued compliance with equalities legislation. The effect of the policy will be assessed particularly with reference to trends in progression across specific groups of teachers and the correlation between this and performance appraisal reviews and outcomes for pupils.

9.2 The pay of individual staff will remain confidential, shared only with those responsible for making pay decisions and managing administrative matters.

APPENDIX 1 – Staffing Structure 2017-2018

Headteacher	1.0	FTE
Deputy Headteacher	1.0	FTE
Foundation Stage Leader (TLR2)	1.0	FTE
Key Stage 1 Leader (TLR2)	1.0	FTE
Key Stage 2 Leader (TLR2)	1.0	FTE
SENDCO (SEN)	0.5	FTE
Teacher - Foundation Stage	1.0	FTE
Teacher - Foundation Stage	1.0	FTE
Teacher - KS1	1.0	FTE
Teacher - KS1	0.92	FTE
Teacher - KS2	1.0	FTE
Teacher - KS2	1.0	FTE
Teacher - KS2	1.0	FTE
Teacher - KS2	1.0	FTE
Teacher - KS2	1.0	FTE
Teacher - SMT release	0.12	FTE
Total Teachers	14.54	FTE
School Business Manager	0.58	FTE
School Administration	1.68	FTE
Total Admin	2.26	FTE
Premises Manager	1.0	FTE
Cleaners	0.89	FTE
Total Premises	1.89	FTE
Nursery Nurse	1.0	FTE
Higher Level Teaching Assistant	0.36	FTE
Teaching Assistant (incl. MSA roles)	8.81	FTE
Total TA & Lunchtime Support	10.17	FTE

APPENDIX 2 – Pay Structure 2017-2018 (Fringe Area)

Band 1 - Teacher

Point 1	£24,018
Point 2	£25,575
Point 3	£27,542

Band 2 - Accomplished Teacher

Point 4	£29,585
Point 5	£31,824
Point 6	£34,253
Point 6b	£34,934

Band 3 – Expert Teacher (UPR)

Point 7	£37,017 (UPR1)
Point 8	£38,346 (UPR2)
Point 9	£39,725 (UPR3)

TLR & SEN Allowances

TLR 2a	£3000
SEND	£2085

Deputy Headteacher and Headteacher

The Deputy Headteacher will be paid within a five point range on the Leadership Scale appropriate for a Group 3 school.

The Headteacher will be paid on a seven point range on the Leadership Scale appropriate for a Group 3 school.

Appendix 3 - School Skill Level Descriptors

The following appendix is used for the performance appraisal of teachers and is copyright of Educate Services and HCC. Due to copyright restrictions, the school is not allowed to publish this on the school website or any other public domain.