

Hillscourt Education Centre
Rose Hill
Rednal
Birmingham
B45 8RS

General Secretary
Chris Keates (Ms)

Telephone: 0121 453 6150 Facsimile: 0121 457 6208

E-mail: nasuwt@mail.nasuwt.org.uk Website: www.nasuwt.org.uk

Dear Director of Education/Children's Services

Making Data Work

As you will be aware, the report of the DfE's Teacher Workload Advisory Group, *Making data work*, was published in November 2018.

The Group, commissioned by the Secretary of State for Education, examined important aspects of schools' use of pupil performance and other data and set out important principles of effective practice in this respect. The Group's Report was accepted by the Department for Education (DfE), Ofsted and trade unions, including ASCL and NAHT.

Making data work addresses many dimensions of schools' use of pupil data. However, I would like to draw your attention in particular to the findings in the Report that have critical implications for the ways in which schools manage the performance and pay progression of teachers and school leaders.

The Report states that:

- teachers should have goals that are within their control, that are closely tied to actionable behaviours, and that are aspirational and achievable;
- the performance of a single exam class should not be used as a principal measure of teaching quality in a performance management system;
- pay progression 'should never be dependent upon quantitative assessment metrics, such as test results';
- while data based on commercially produced predictions can play a helpful role in informing professional conversations about pupil achievement and the work of teachers, these systems produce ranges of grade estimates and inaccurate grade targets, and should therefore not be treated as accurate targets;
- current practice in using pupil attainment data in teacher performance management systems is often poor;
- research demonstrates that using quantitative metrics to judge teacher performance is difficult since few of the practices that can be codified and measured straightforwardly are highly correlated with teacher quality;

- pupil assessment scores, grades in lesson observations, and scores following book scrutiny are all quite poor proxies for whether or not somebody is teaching well; and
- if teachers are held to account for things that are largely outside their own control, such as a pupil's test performance or progress based on flight paths, it is not only unfair, but induces high levels of stress and is likely to lead to burnout and ultimately attrition from the profession.

The NASUWT shares the Secretary of State's expectation that these principles should be reflected fully in schools' policies and practices, particularly relating to performance management and pay progression.

The Union is clear that those schools that fail currently to operate in way consistent with the outcomes of '*Making data work*' should now be moving at pace to implement its findings in full.

The NASUWT has issued advice and guidance to its members on the findings of the Report. Specifically, the Union has advised that members should not accept any performance management objectives that require pupils to meet quantitative targets based on assessment or examination outcomes.

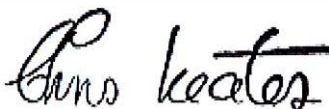
The Union is asking all Headteachers/Principals and Employers to ensure that:

- their policies on pay, performance and pay progression are consistent with the findings of the Report;
- teachers' objectives for the current performance management cycle are consistent with the Report;
- a review is conducted if teachers were refused pay progression at the end of the last performance management cycle because of an objective inconsistent with the Report's findings and recommendations.

The NASUWT will be raising this issue with Employers and Headteachers. The Union wishes to engage constructively on this issue but Employers and school leaders should be in no doubt that the NASUWT will provide robust support to members individually and collectively who have suffered, or are suffering, detriment as a result of misuse of pupil data.

The NASUWT looks forward to your positive response.

Yours sincerely



Chris Keates (Ms)
General Secretary