Development Program: Teachers
Introduction

“The highest reward for a person’s toil is not what they get for it, but what they become by it.” - John Ruskin

To help you become the best you can be and get the most out of your teaching experience, we have put together this program. Your development is accelerated when you can express your individuality in EF while still fitting in, knowing the basic expectations for your job, what you can do to develop and what support is on hand.

Understanding EF - Very Blue Book

Your personality is made up of consistent characteristic patterns of thoughts, feelings and behaviors that make you unique and cause you to act in certain ways. Just as we all have unique personalities, EF has a unique culture - its personality. The Very Blue Book is an attempt to capture EF culture. Your human experience at EF, connecting to people, being motivated and creating trust, will be enhanced by connecting and identifying your individuality with the EF core values. You can do this by understanding EF. Look at what people do and know what is expected.

Knowing what to develop - Development Program: Teachers

Benchmarking expectations is the first step in your development. The Development Program outlines the skills and behaviors you need as a teacher at EF and describe the extensions of these skills and behaviors that make our teachers successful. Our competency model sets a clear development path. You can see what is expected and can also see where you can develop. Performance reviews verify successful behavior. Individual development plans set you in the right direction to focus your efforts. You can see what you can become and set a plan to be supported to get there.

Being supported along the way - Teacher Development Diary

One reason you decided to take your development journey with us is the support we provide. The Teacher Development Diary helps keep track of where you are and what you need to do and helps your trainers and manager keep you moving in the right direction. It also puts you in the driver’s seat and gives you ownership of your learning and development. EF in-house training, peer observation, distance learning courses, and formal TEFL certification give you the opportunity to take control of your professional development and further your career as an educator.
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What can you expect from EF?

EF supports your development by providing the resources necessary to allow staff with different learning styles and needs to develop. We do this by providing

Skills

You have two scheduled hours each week which you can dedicate to developing your own skills and behaviors. EF provides learning opportunities tailored to suit different learning styles and needs though collaboration in and across centers and regions using a variety of specially created materials.

- "Learn" videos which explain the importance of a specific best practice teaching skill and show examples of these
- "Try" face to face sessions with a facilitator in small groups which give you the opportunity to practice a skill in a safe environment and receive feedback
- "Apply" teaching tasks which provide the follow up to "Learn" videos and "Try" sessions by giving you the opportunity to use a skill in the classroom
- Weekly teaching challenges - thought-provoking questions from teachers
- Monthly newsletters including updates on developmental articles of interest from the TEFL and education industries
- Peer observation tools in the Development Diary which allow you to watch classes with a specific focus, facilitating the development of both the observee and observer
- Chinese lessons through ChineseTown to experience language learning as a learner
- Guided in-center induction through the Teacher Development Diary
- Distance Learning Courses completed online through peer learning, discussion, research, reflection and submission of a final project

EF provides resources necessary for you to develop your own skills and behaviors to allow you to excel in your job. Managers provide guidance and direction which allow you to fully realize your potential in your position and follow up on skills and behaviors acquired through development. Certification provides the acknowledgement for achieving your developmental goals and provides evidence of achievement transferable to future positions both inside and outside EF.
Management

EF Education Managers utilize the competency set to best support your development through coaching, developing and training so you achieve your maximum potential. Education Managers provide a model of expected behaviors for you to emulate. As well as ongoing informal support from your manager, you will receive the following:

- At least two classes team taught with your manager every year, providing an opportunity to collaborate in the process of planning, teaching and reflecting with an experienced practitioner
- At least two full observations per year followed by face to face and written feedback to focus on areas for development
- At least four pop in observations per year that last around 15 minutes, followed by informal feedback
- Probation checkpoints – frequent 1:1 meetings with your managers during probation to ensure that in-center induction focuses on your individual needs - all part of the Teacher Development Diary
- Post probation development training to focus you on your developmental needs and your development plan

Certification

You have access to the following internationally recognized certifications and qualifications, including varying levels of support from EF:

- Foundation TEFL - a series of guided tasks and readings followed by a combination of test and task based evaluation resulting in an internationally recognized TEFL qualification
- EF Onboarding Certificate – an introductory certification for all new EF teachers completed in their first week, focusing on teaching skills, working across cultures and understanding learners
- Cambridge TKT Modules 1-3 - 80 minute teacher knowledge exams supported by a series of test-preparation tasks
- Cambridge TKT Practical - a 40 minute assessed lesson including language, skills and practice elements supported by a series of test preparation tasks
- EF LTAC Certificate – hour long blended learning modules based on core teaching skills. “Learn” online, “Try” face to face with a trainer and “Apply” in the classroom
- Cambridge CELTA - an intensive initial course with assessed teaching practice leading to a level 5 qualification of the UK National Qualifications Framework
- EF Distance Learning Certifications – longer courses completed online through peer learning, discussion, research, reflection and submission of a final project
- Trinity DipTESOL - a blended learning course incorporating a research component, exams and an assessed practical block leading to a level 7 qualification of the UK National Qualifications Framework
What does EF expect from you?

Your development is reviewed on observed behavior both in and out of the classroom and the frequency of this behavior.

Why Competencies?
Competencies are the abilities and behaviors of an individual to do a job successfully. Focusing on behaviors helps you and your managers identify areas for development, growth and future career plans.

5 EF Core Competencies
- Building Relations
- Entrepreneurial Orientation
- Customer Orientation
- Effective Communication
- Results Orientation

3 Additional Teacher Competencies
- Managing Performance
- Fostering Teamwork
- Developing Others

How?
EF positions have the same 5 core competencies and 3 additional job specific competencies. The EF core competencies are the specific factors that all staff need to enhance the customer experience, better understand roles cross functionally and grow into different positions. The competencies below will help you engage, understand and learn to be successful in your position in EF.

To meet expectations for each competency you should exhibit behavior of all four of the Meets Expectations descriptors. To exceed expectations for each competency you should exhibit behavior of at least two of the Exceeds Expectations descriptors. This will allow you to benchmark your performance and identify areas for development and growth.

When?
- Probation: A formal performance review is conducted 1-2 weeks prior to the end of probation
- Fourth-month review: Feedback on performance and sets action plans for next six months
- Ten-month review: Feedback on performance and sets action plans for next six months
- Observations: Two formal full length observations with feedback and at least four 15 minute observations throughout the year

Building Relations

Your ability to develop, maintain and strengthen partnerships with others inside or outside EF who can provide information, assistance, and support. You have a proactive collaborative approach to building relations with EF students and all EF staff including sales, service and marketing.

Meets Expectations
- Is respectful and tolerant of staff, students and cultures
- Accepts and seeks out expertise (activities, ideas and techniques) with and from others
- Actively collaborates with staff to develop
- Fosters an environment that engages students which allows them to feel comfortable and at ease

Exceeds Expectations
- Commits to building relationships with students and staff from the region
- Encourages staff to collaborate with each other
- Seeks out opportunities to learn about and engage in other cultures
- Motivates staff to share their ideas and best practices
- Encourages staff to work for the good of the team
Entrepreneurial Orientation

Your ability to create opportunities by taking initiative to achieve goals and do what needs to be done before being asked or the situation requires it. You address current opportunities and problems, take ownership and demonstrate creativity and initiative.

Meets Expectations
- Sees challenges and setbacks as an opportunity to learn and move forward
- Demonstrates support for innovation and change to improve service, EF products and teaching materials
- Proposes and tries new ideas and techniques with students in and/or out of the classroom
- Enhances lesson content when appropriate

Exceeds Expectations
- Develops as a teacher by identifying areas for improvement and achieving realistic goals
- Uses fresh approaches and ideas contributing to innovation in teaching
- Decisively resolves issues as they arise
- Avoids procedure and analysis encumbering decision making
- Promotes and encourages staff to help build a culture of creativity and innovation
- Supports others in their efforts to develop their entrepreneurial skills and initiative

Customer Orientation

Your ability to empathize with customers so as to consistently strive to provide a high quality service that not only meets, but exceeds customer needs and expectations. You have a customer perspective on issues and create meaningful customer relationships.

Meets Expectations
- Presents a positive, welcoming and cheerful manner with students, staff and visitors to the center
- Shows commitment to delighting and motivating existing and prospective students
- Adapts lessons to students’ needs and interests
- Gives students opportunities to use language which is relevant and meaningful to them, in an authentic context

Exceeds Expectations
- Motivates prospective students to come to the center
- Helps to train and develop staff to contribute to student satisfaction
- Helps students outside the classroom
- Motivates students to recommend EF to others
- Works with staff to exceed student expectations
**Effective Communication**

Your ability to gain others’ support for ideas, proposals, projects, and solutions, and to make an impact and persuade intended audiences. You successfully engage in communication with others and effectively adapt messages for maximum impact.

**Meets Expectations**
- Communicates opinions and ideas with students and staff
- Engages students and staff in two-way dialogues leading to mutual understanding and/or agreement
- Grades language to i+1 to suit the students’ level in order to achieve impact and results
- Asks questions, demonstrates, gives examples or clarifies in order to verify that students understand instructions

**Exceeds Expectations**
- Successfully convinces others and takes relevant action based on this
- Maps out what message needs to be imparted in verbal, visual and written communication
- Successfully imparts information using different forms of communication and techniques (verbal, nonverbal, written and media communication)
- Achieves buy in and commitment from others
- Employs active listening to ensure an understanding of others

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**Results Orientation**

Your ability to achieve expected results by setting challenging, achievable goals and focusing efforts to meet or exceed these goals. You achieve set tasks and deliver consistently.

**Meets Expectations**
- Is motivated to deliver lessons
- Overcomes obstacles to achieve set tasks
- Makes students aware of intended learning goals and their progress in lessons
- Ensures that students make progress during lessons

**Exceeds Expectations**
- Delivers service that stands out in EF
- Sets new goals to challenge self and takes action to develop
- Encourages students to achieve
- Exploits opportunities to achieve goals and works towards them, even under adverse circumstances
Managing Performance

Your ability to take responsibility for both your own and students’ performance by setting clear goals and expectations, tracking progress, ensuring feedback, and addressing performance problems and issues promptly. You improve your own and students’ performance through goal setting and feedback.

Meets Expectations
- Readily accepts responsibility for lesson outcomes
- Adheres to the EF work manual
- Accepts and implements feedback from manager(s)
- Considers students’ needs when making decisions

Exceeds Expectations
- Actively seeks feedback from students and staff to improve own performance
- Participates in developing others through mentoring, team teaching, peer observations or other developmental practices
- Commits to building a culture of sharing materials, resources and ideas
- Adopts best teaching and service practices which result in increased student referrals and retention

Fostering Teamwork

Your ability to demonstrate interest, skill, and success in getting students to work together. You co-operate as a good team member, set positive expectations of students and show respect.

Meets Expectations
- Cooperates by participating with other staff in doing own share of work
- Successfully encourages students to participate, contribute, listen attentively to and interact with each other
- Speaks positively about staff and students
- Incorporates and monitors group and pair work activities into lessons

Exceeds Expectations
- Encourages students to give peer feedback to each other
- Works with students and staff to help form decisions or plans
- Learns from student and staff input and opinions
- Publicly credits students and staff
- Encourages students and staff to contribute to the center
Developing Others

Your ability to work with students and coach them to develop their capabilities. You express positive expectations of students; give reasons and support students’ learning; give feedback to encourage; and coach, mentor and train.

Meets Expectations
- Helps students adopt strategies that allow them to learn autonomously
- Asks questions, discusses, gives examples or clarifies in order to verify that students understand language concepts
- Corrects students’ errors and ensures students repeat the correct form after being corrected
- Identifies learner needs and adjusts teaching approaches to meet these

Exceeds Expectations
- Goes beyond required training to develop self and others
- Consults with students about their specific motivation for learning and provides support accordingly
- Develops other staff in and/or out of center after identifying needs
- Gives frequent and specific feedback on pronunciation, grammar and lexis as well as on language use, strategies and task outcomes
- Ensures that students are aware of the denotational, connotational, collocational and contextual meanings of language

Appendix I: Performance Review

Teacher Performance Review

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<thead>
<tr>
<th>EF Education First</th>
<th>Teacher</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Employee Name:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review Type:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation Period</td>
<td></td>
<td></td>
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<tr>
<td>(D/M/Y)</td>
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</tbody>
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Core Competencies
- Building Relations
- Entrepreneurial Orientation
- Customer Orientation
- Effective Communication
- Results Orientation

Additional Competencies
- Managing Performance
- Fostering Teamwork
- Developing Others

Any other comments

Any comments about your Managers

Signed:
Print Name:
Signature:
Date:
Appendix II: Individual Development Plan

Appendix III: Teacher Job Description

You are responsible, on an individual and team basis, for providing students with a variety of services that enable students to reach their personal needs and objectives within the education services framework. You actively collaborate with all center staff in order to provide a welcoming and professional environment to everyone and a positive learning experience for all students.

Title: Teacher
Reports to: Center Education Manager

Roles & Responsibilities
- Provides students with relevant and engaging lessons tailored to enable them to reach their personal needs and objectives, all within EF methodologies such as Learn Try Apply Certify
- Develops and uses supplementary materials within EF guidelines to support learning needs and objectives
- Uses time efficiently in order to maintain maximum student engagement
- Develops and delivers in center and city wide Life Clubs as required
- Liaises, supports and collaborates with all staff tasked with providing study feedback and support to students
- Supports scheduling staff to maintain a high level of services to students
- Completes all required administration to a high standard and in a timely manner
- Actively participates in any required observation and feedback sessions, training, development meetings and informational meetings
- Assists in product testing
- Participates in all required non-core offerings

Career plan: This is a position for people who want to develop their skill set in both teaching (in-class skills, teaching various products and student development) and general work skills (team work, time management, communication, relationship building and peer support), all within a multi-cultural environment.
## Appendix IV: Teacher Competency Map

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<th>Building Relationships</th>
<th>Entrepreneurial Orientation</th>
<th>Customer Orientation</th>
<th>Effective Communication</th>
<th>Results Orientation</th>
<th>Managing Performance</th>
<th>Fostering Teamwork</th>
<th>Developing Others</th>
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<tbody>
<tr>
<td>Builds transformational relationships</td>
<td>Exceeds all expectations &amp; creates profitable business opportunities</td>
<td>Drives customer expectations and sets CR benchmarks</td>
<td>Influences across all levels of the organization</td>
<td>Resets performance benchmarks</td>
<td>Sets benchmarks for performance management of teams in the organization</td>
<td>Positions self as someone who leads</td>
<td>Drives long-term coaching and mentoring to help others career progression</td>
</tr>
<tr>
<td>Establishes a collaborative culture</td>
<td>Actively develops an entrepreneurial culture</td>
<td>Exceeds customer expectations &amp; creates long term relationships</td>
<td>Promote &amp; sustain mutual understanding &amp; buy in</td>
<td>Delivers best in class performance</td>
<td>Encourage collaborative and independent work</td>
<td>Encourages and empowers others</td>
<td>Coaches mentors and trains</td>
</tr>
<tr>
<td>Has a proactive collaborative approach</td>
<td>Works independently &amp; makes creative decisions</td>
<td>Promotes team cultures of exemplary CR</td>
<td>Uses various techniques to get buy in</td>
<td>Delivers high performance consistently</td>
<td>Takes lead to meet goals &amp; focus team on continual improvement</td>
<td>Values and solicits input to promote team co-operation</td>
<td>Gives feedback to encourage</td>
</tr>
<tr>
<td>Supports and engages with others</td>
<td>Demonstrates creativity &amp; initiative</td>
<td>Creates meaningful customer relationships (CR)</td>
<td>Effectively adapts message for maximum impact</td>
<td>Delivers consistently</td>
<td>Improves performance of team through goal setting and feedback</td>
<td>Sets positive team expectations and shows respect</td>
<td>Gives reasons to support others learning</td>
</tr>
<tr>
<td>Responds to others in a positive manner</td>
<td>Addresses current opportunities and problems</td>
<td>Has a customer perspective on issues &amp; projects a positive manner with customers</td>
<td>Successfully engages in communicating with others</td>
<td>Achieves all set tasks</td>
<td>Sets challenging SMART goals to improve performance of individuals</td>
<td>Co-operative and is a good team member</td>
<td>Expresses positive expectations of people</td>
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