

# Leadership Framework

## Competencies of School Leadership

### Policy and Direction

- Sharing vision
- Working collaboratively
- Confronting complexity
- Promoting change
- Ensuring fairness
- Maintaining direction

### Teaching and Learning

- Consulting stakeholders
- Improving learning
- Monitoring behaviour
- Analysing data
- Reporting outcomes

### Staff

- Communicating with staff
- Promoting development
- Delegating responsibility
- Managing conflict
- Demonstrating respect

### Partnerships

- Sharing expectations
- Fostering networks
- Building understanding
- Ensuring inclusivity

### Resources

- Planning resources
- Targeting outcomes
- Ensuring accountability
- Negotiating compliance

# Leadership Framework

## Policy and Direction

Critical Elements	Indicators
<b>Sharing vision</b>	Effective school leaders collaborate with staff and stakeholders to identify and develop a shared vision. The vision is realistic, challenging and oriented to improved student outcomes. School policies are written collaboratively. Staff develop strategies that enable them to check that learning and teaching programs are aligned with the vision.
<b>Working collaboratively</b>	Effective school leaders encourage staff and stakeholders to participate in school planning and decision making. They inform and inspire others and provide opportunities for the open discussion of ideas. They understand that teams have with a mix of skills and abilities and work to capitalise on the strengths of team members.
<b>Confronting complexity</b>	Effective school leaders understand the complexity of the environment in which they work. They understand that stakeholders have different views and interests. They consider the potential impact of decisions before acting, and work to accommodate conflicting imperatives and points of view.
<b>Promoting change</b>	Effective school leaders support ongoing good practice and encourage improvement where needed. They demonstrate personal acceptance of and adjustment to change and are supportive of staff in the face of change.
<b>Ensuring fairness</b>	Effective school leaders consult and negotiate with staff and stakeholders. They facilitate accountability, responsibility and ownership through decision making processes. Decisions are made fairly and ethically, and embrace the principles of equal opportunity and natural justice.
<b>Maintaining direction</b>	Effective school leaders maintain direction when working towards long-term outcomes. They demonstrate patience and persistence when pursuing goals and resolving issues.

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## Teaching and Learning

Critical Elements	Indicators
<b>Consulting stakeholders</b>	Effective school leaders establish formal curriculum review and renewal processes and consult with key stakeholders. Proposals for curriculum change build on analyses of student performance, and pay particular attention to the performance of target groups. Both intended and unintended outcomes of curriculum implementation are considered.
<b>Improving learning</b>	Effective school leaders demonstrate concern for the quality of student programs, including those for students at educational risk. They ensure that the curriculum reflects the Curriculum Framework, and that assessment procedures are fair and consistent. They take action to ensure that teaching programs are sufficiently flexible to respond to the changing needs of students, the school community and system requirements.
<b>Monitoring behaviour</b>	Effective school leaders develop and maintain a school environment in which staff and students feel safe. They monitor student behaviour management strategies, ensuring that the values of self respect and respect for others are accepted and enacted.
<b>Analysing data</b>	Effective school leaders ensure that student performance information is recent, relevant and valid. They ensure that there are adequate processes to aggregate individual student data by social group, and to follow cohort performance over time. Their contributions to school planning draw on analyses of student data.
<b>Reporting outcomes</b>	Effective school leaders ensure accurate and meaningful reporting of student outcomes. They ensure that reporting procedures are regularly and collaboratively reviewed by the school community.

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## Staff

Critical Elements	Indicators
<b>Communicating with staff</b>	Effective school leaders ensure that roles and responsibilities are clearly defined and that staff have the opportunity to clarify ambiguities when they exist. They negotiate with staff on strategies, but are decisive when required. They support staff and promote and reward their achievements. Their communication with staff is characterised by sensitivity and tact.
<b>Promoting development</b>	Effective school leaders ensure that staff undertake professional development that supports their needs and the needs of the school. They understand performance management processes and ensure that staff are provided with timely and appropriate feedback. School leaders solicit views from others about their performance and take responsibility for their own professional learning.
<b>Delegating responsibility</b>	Effective school leaders delegate tasks and responsibility. They balance between the need to ensure that the staff most effected are able to influence decisions, and the school leader's accountability for outcomes. They monitor workloads and implement mechanisms for monitoring the progress of delegated tasks.
<b>Managing conflict</b>	Effective school leaders foster a cooperative school environment and encourage teams and individuals to achieve school goals. They identify conflicts at an early stage and support staff to work towards mutually beneficial solutions.
<b>Demonstrating respect</b>	Effective school leaders note concerns of the school community and act quickly and sensitively. Their professional relationships are characterised by trust and respect and they demonstrate care and consideration towards staff members. They balance their support for staff with an awareness of the requirements of the school community.

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## Partnerships

Critical Elements	Indicators
<b>Sharing expectations</b>	Effective school leaders communicate appropriately with students, parents, staff and the broader community. Their written communication is clear, and they have well-developed listening skills.
<b>Fostering networks</b>	Effective school leaders understand how the school interacts with the local community and with wider society. They develop and maintain networks with the community and external agencies. Tact and discretion are demonstrated in their dealings with stakeholders.
<b>Building understanding</b>	Effective school leaders ensure that the school's purpose and ethos are clearly articulated and that a positive image of the school is maintained. They implement strategies to communicate key ideas to the school and wider community, and build an awareness of the needs of the students and the school.
<b>Ensuring inclusivity</b>	Effective school leaders acknowledge and show respect for the social, religious and cultural practices of their community. They work collaboratively with the community to ensure the range of community interests is addressed in school planning and decision making. They ensure that the school demonstrates respect for the beliefs, values and interests of all groups, especially those of Indigenous Australians

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## Resources

Critical Elements	Indicators
<b>Planning resources</b>	Effective school leaders identify short, medium and long term resource requirements, including those relating to Information Technology, to ensure that the learning environment meets the needs of students. Potential sources of additional resources are identified and explored.
<b>Targeting outcomes</b>	Effective school leaders work with staff to identify needs, develop priorities for resource allocation, and evaluate the impact of program expenditure.
<b>Ensuring accountability</b>	Effective school leaders develop systems that enable the school to monitor resource use against planned outcomes. They identify and manage areas of potential risk and consult stakeholders when resolving issues.
<b>Negotiating compliance</b>	Effective school leaders know, understand and comply with relevant legislation. They ensure that resources are allocated and managed in accordance with Government and Departmental requirements. They understand the sources of income and the accountability process for its expenditure.