

## Leading and managing the faculty – reflection matrix

Level	Educational leadership	Educational programs	Learning outcomes
3	<ul style="list-style-type: none"> <li>Head teacher has established a culture of collaboration and teamwork, in which all members of the faculty contribute to the achievement of shared educational goals.</li> <li>Faculty translates DET plans and school vision, priorities and targets into a strategic plan and explicit and effective policies and practices for the faculty.</li> <li>Head teacher makes student learning outcomes a priority in faculty decision making.</li> <li>Head teacher considers whole school implications and makes a broader contribution to the work of the school executive.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher has established processes to ensure the quality of teaching and assessment programs.</li> <li>Teachers of the subject collaborate to develop teaching and assessment programs that meet the needs and interests of students, maximise outcomes and satisfy BOS and DET curriculum requirements.</li> <li>Faculty uses a range of information sources including performance data and student feedback to evaluate and enhance programs.</li> <li>Teachers regularly discuss issues and share ideas regarding the implementation of the teaching and assessment programs.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher maintains the focus of the faculty and targets resources to improving student learning outcomes.</li> <li>Teachers analyse and apply classroom, school and system-wide student assessment data and seek student feedback about learning.</li> <li>Teachers participate in collaborative assessment processes to achieve consistent teacher judgements.</li> <li>Teachers are committed to providing high quality and consistent reporting information to parents, carers and students.</li> </ul>
2	<ul style="list-style-type: none"> <li>Head teacher ensures relevant DET and school policies, priorities, targets and guidelines inform the practices and procedures of the faculty.</li> <li>Head teacher accesses a range of people and resources to assist faculty.</li> <li>Faculty has effective mechanisms to enable professional dialogue and the sharing of information, issues and ideas.</li> <li>Head teacher actively participates as part of the school executive.</li> <li>Head teacher encourages faculty participation in school teams/ activities.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher establishes and facilitates faculty teams with responsibility for the development of specific teaching and assessment programs.</li> <li>The promotion of intellectual quality, quality learning environment and significance are considered in the development of teaching and assessment programs.</li> <li>Teachers are familiar with BOS and DET requirements and a variety of teaching and assessment strategies.</li> <li>Teachers participate in evaluation and modification of relevant teaching and assessment programs.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher understands the importance of focusing on student learning outcomes.</li> <li>Head teacher analyses and shares school-based and system-wide student assessment data with teachers.</li> <li>Teachers discuss and reflect on how their expectations, practices, strategies and approaches influence student learning outcomes.</li> <li>Teachers participate in the development of agreed assessment, recording and reporting processes for the faculty.</li> </ul>
1	<ul style="list-style-type: none"> <li>Head teacher seeks to develop collaboration, shared development processes and team building.</li> <li>Head teacher is familiar with relevant DET and school policies, targets, priorities and guidelines.</li> <li>Head teacher meets regularly with all faculty members to enable information sharing.</li> <li>Head teacher represents faculty at and reports back from executive meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher ensures teachers plan and document their teaching and assessment practices.</li> <li>Head teacher monitors to ensure teaching and assessment programs satisfy BOS and DET requirements.</li> <li>Teachers recognise the importance of teaching and assessment programs meeting individual and group learning styles and needs.</li> <li>Teachers are aware of the <i>Quality Teaching</i> model and a variety of teaching and assessment strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Teachers recognise that their expectations, practices, strategies and approaches influence student learning outcomes.</li> <li>Head teacher ensures student assessment records are kept on faculty file.</li> <li>Head teacher supervises the preparation of student reports.</li> <li>Head teacher is aware of a range of student learning data that should inform the development and evaluation of teaching and assessment programs.</li> </ul>

Student welfare	Staff welfare, development and management	Physical and financial resource management	School and community partnerships
<ul style="list-style-type: none"> <li>Faculty members are committed to, and review implementation of, the school student welfare and discipline policy.</li> <li>Faculty promotes the safety, welfare, interests and engagement of students in the development and review of policies, programs and practices.</li> <li>Student welfare processes support teachers to address student learning needs in a safe, responsive and harmonious learning environment.</li> <li>Faculty practices maximise opportunities for students to participate in decision making and demonstrate success in their learning.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher facilitates a collegial and co-operative culture to support team effectiveness and individual development.</li> <li>Communication and decision making processes are agreed and used effectively within the faculty.</li> <li>Teachers benefit from effective professional learning plans that address career and school goals.</li> <li>Quality practices are evidenced across the faculty such as <i>Quality Teaching</i> approaches, classroom management, assessment and student welfare.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher has a long-term management strategy for faculty resources.</li> <li>Head teacher prepares and implements an annual faculty budget, considering views of all teachers and needs of students and school community.</li> <li>Teachers are responsible for the management of money, equipment and facilities used by their classes and identify strategies for improving these resources.</li> <li>All teachers take responsibility for risk management processes to achieve a safe and effective learning environment.</li> </ul>	<ul style="list-style-type: none"> <li>Teachers in the faculty value the importance of open communication and working with parents for the personal, social and educational welfare of their children.</li> <li>Faculty members seek and implement opportunities for promoting student learning in the school community.</li> <li>Faculty members seek to develop effective partnerships with the school community, business and industry that enhance student learning.</li> <li>Teachers are committed to promoting public education and training.</li> </ul>
<ul style="list-style-type: none"> <li>Head teacher facilitates and teachers are trained in the consistent implementation of student welfare and discipline procedures including child protection.</li> <li>Teachers understand and apply principles of natural justice and procedural fairness when dealing with students.</li> <li>Teachers are supported to establish clear and consistent rules in their classrooms that are known and understood by students.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher monitors the implementation of agreed teacher responsibilities and duties, including effective teaching and documentation.</li> <li>Teachers have professional learning plans.</li> <li>New teachers are inducted in the requirements, policies and practices of the faculty and the school.</li> <li>The head teacher is aware of procedures and actively supports teachers experiencing difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher consults with faculty to prepare an annual budget.</li> <li>Head teacher implements and all faculty members participate in financial and asset management practices which meet DET and legislative requirements.</li> <li>Teachers have delegated responsibilities for resource management.</li> <li>Head teacher ensures all members of the faculty are aware of occupational health and safety requirements and implement agreed risk management processes.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher acknowledges the views and expectations of parents, and works with parents for the personal, social and educational welfare of their children.</li> <li>Head teacher seeks opportunities to enhance learning by developing partnerships and teachers recognise the student learning benefits of effective partnerships with the school community, business and industry.</li> <li>Teachers value public education and training.</li> </ul>
<ul style="list-style-type: none"> <li>Head teacher understands and applies principles of natural justice and procedural fairness in the implementation of school student welfare and discipline procedures.</li> <li>Teachers are aware of the student welfare and discipline policy and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher has negotiated the delegated responsibilities and duties of teachers and recognises the need to supervise their implementation.</li> <li>Head teacher is familiar with the Professional Learning Policy.</li> <li>Teachers are aware of DET and school policies, procedures and guidelines including the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher maintains records which meet DET and legislative requirements for financial and assets management.</li> <li>Head teacher prepares and monitors the faculty budget.</li> <li>Head teacher monitors the implementation of DET and school OHS policies and procedures by teachers in the faculty.</li> </ul>	<ul style="list-style-type: none"> <li>Head teacher recognises the student learning benefits of effective partnerships with the school community, business and industry.</li> <li>Head teacher recognises and promotes the value of public education and training.</li> </ul>

## Other leadership resources

A number of the resources used in the leadership workshops, including video clips and the reflection matrix, as well as a range of significant leadership related web links are available at the Technology web pages of the *Curriculum Support* website. Follow the links from the **Professional learning** button in the left-hand navigation bar to **Leadership**.  
[<http://www.curriculumsupport.education.nsw.gov.au/secondary/technology/index.htm>](http://www.curriculumsupport.education.nsw.gov.au/secondary/technology/index.htm)