This document is an evaluation tool targeted at the leadership activity of the senior management team i.e. Principal and DP’s/AP’s. It is assumed that this activity will directly influence the actions and effectiveness of the school’s middle management and ultimately student achievement. The purpose of the tool is to identify key priority areas for development. High priority should be based on those management activities which have the greatest effect on student achievement. Use the MICRO organiser at the end of the tool to assist you in prioritising.

(Add or subtract rows according to school type.)

## Lead and manage learning and teaching in the school community

This covers the requirements for leading and managing learning and teaching through creating learning environments that maximise student outcomes, articulating high expectations, implementing national and school-based curricula and offering and evaluating high quality learning and teaching.

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| 1.1 Create a productive challenging and safe learning environment | | |
| Key Actions: | | |
| * SMT promotes positive relationships and high expectations between staff and students | Yes | No |
| * SMT have a focus on student engagement strategy to enhance the learning environmentin order to make it challenging and safe | Yes | No |
| * SMT has clear responsibilities in terms of student behaviour management | Yes | No |
| * SMT has ensured that curriculum leaders and key staff has clear responsibilities in terms of positive student behaviour management | Yes | No |
| * SMT ensures that classroom teachers has clear responsibilities and support in terms of positive student behaviour management | Yes | No |
| * SMT ensures students has clear guidelines, expectations on engaged learning | Yes | No |
| * SMT ensures expectations on engaged learning are effectively conveyed to parents | Yes | No |
| * Clear expectations reinforced by the SMT at assemblies and at staff meetings | Yes | No |
| * SMT promote and reinforces positive engagement and behaviour strategies | Yes | No |
| * The SMT checks that classrooms have clear expectations on engaged learning displayed | Yes | No |
| * The principal plays an active part in ensuring that positive student behaviour management systems are applied consistently | Yes | No |
| * SMT ensures parents are engaged early when issues arise related to student behaviour, attendance or welfare | Yes | No |
| * The SMT ensures that teachers receive PD on positive BM techniques | Yes | No |
| * SMT ensure that that physical sanctions and verbal abuse are not tolerated | Yes | No |
| * SMT ensures that teachers understand the expectation for positive behaviour development | Yes | No |
| * The SMT conducts regular classroom observations and provide feedback to teachers on positive behaviour development | Yes | No |
| * The principal ensures that the schools suspension and expulsion processes follow policy | Yes | No |
| * The SMT has ensured that the school has effective systems of documenting student behaviour management (both positive and negative) | Yes | No |
| * The SMT has developed and promote a reward system to support positive student behaviour | Yes | No |
| * SMT provides opportunities for all stakeholders to feedback on behaviour management | Yes | No |
| * Teacher, student and parent handbooks have positive BM guidelines | Yes | No |

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| 1.2 Lead and manage the implementation of school Curriculum | | |
| Key Actions: | | |
| * The SMT has established guidelines for the academic calendar | Yes | No |
| * The SMT has established guidelines and expectations for curriculum planning | Yes | No |
| * The SMT has ensured ICT policies are in place | Yes | No |
| * The SMT has established and monitored an ICT plan | Yes | No |
| * SMT ensures there are systems in place to effectively manage the ICT network including virus free, backups and windows updates | Yes | No |
| * SMT has ensured ICT resources are widely available to teaching staff | Yes | No |
| * Principal has systems in place to monitor the ICT network functionality and usage | Yes | No |
| * SMT ensures staff receive PD on the use of ICT in student learning | Yes | No |
| * SMT ensures internet access is accessible, for teaching and learning | Yes | No |
| * SMT ensures electronic reports on students learning are established | Yes | No |
| * SMT facilitates teaching practices that develop students’ written and oral language skills | Yes | No |
| * SMT ensures there are opportunities for students to give constructive feedback on their learning | Yes | No |

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| 1.3 Promote high quality teaching, learning and assessment | | |
| Key Actions: | | |
| * SMT promotes student centred approaches to learning | Yes | No |
| * SMT leads discussions with students and staff around student engagement | Yes | No |
| * SMT have prioritised resources for supporting student engagement over resources used for dealing with disengagement | Yes | No |
| * The SMT facilitates staff to include problem solving strategies in their teaching | Yes | No |
| * The SMT facilitates staff to incorporate thinking skills in their classroom teaching | Yes | No |
| * SMT has ensured that students have access to research information to support their learning | Yes | No |
| * SMT facilitates teachers to adopt collaborative learning opportunities for students | Yes | No |
| * The SMT ensures the school has an assessment policy | Yes | No |
| * The SMT ensures the school has an annual assessment calendar | Yes | No |
| * The SMT ensures the school has reporting to parents guidelines | Yes | No |
| * The SMT ensures that diagnostic tests are used to drive curriculum planning | Yes | No |
| * The SMT ensures the school holds parent evenings and other opportunities for parents to get information on their students learning | Yes | No |
| * The SMT ensures teachers have clear guidelines to support the accurate marking of work and ensure assessment fairly reflect students achievement | Yes | No |
| * The SMT ensures teachers and curriculum leaders have professional development on effective summative and formative assessment practice | Yes | No |
| * The SMT ensures teachers have professional development on oral and written formative feedback to students | Yes | No |
| * The SMT has systems in place to monitor the quality and accuracy of student reports | Yes | No |

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| 1.4 Monitor and evaluate the quality of teaching and learning programs | | |
| Key Actions: | | |
| * SMT ensures the school has an effective system to manage student assessment data electronically | Yes | No |
| * The SMT gathers data from the student management systems | Yes | No |
| * The SMT has systems in place to analyse student achievement data | Yes | No |
| * SMT establishes student achievement targets based on the analysis of student achievement data | Yes | No |
| * The SMT gathers appropriate data for school self review process | Yes | No |
| * SMT ensures the professional development program includes teacher and management training on the analysis and use of student achievement data | Yes | No |
| * SMT encourages teaching staff to develop teaching and learning strategies based on the analysis of achievement data | Yes | No |
| * SMT establishes attendance targets based on the analysis of school attendance data | Yes | No |
| * SMT establishes behavioural targets based on an analysis of student behavioural data | Yes | No |

## Develop, communicate and report on the strategic vision and aims of the school community

This covers the requirements for leading and developing the strategic vision and aims of the school, communicating and promoting these to the school community, and implementing, monitoring, reviewing and reporting on their effectiveness.

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| Key Actions: | | |
| * SMT ensures the mission and vision are visible within the school’s culture | Yes | No |
| * Principal has completed an annual plan which is monitored regularly | Yes | No |
| * The Principal has ensured the Annual Plan has monthly actions | Yes | No |
| * SMT formally reviews the Annual Plan's objectives and targets at least 4 times a year | Yes | No |
| * The senior management has a planned schedule of meetings to manage the day to day running of the school. | Yes | No |
| * SMT ensures there is a calendar of events established for each semester | Yes | No |
| * SMT ensures there is a plan in place to meet the commitments for the annual report | Yes | No |
| * SMT has developed a schedule of meetings for staff, SMT, SSO, students and parents | Yes | No |

## Lead and Manage Change

This covers the requirements for leading and managing change, which include leading the school community in planning change, developing responses to change, managing emerging challenges and opportunities, and responding to Supreme Education Council reforms.

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| Key Actions: | | |
| * Principal has managed the development of a five year strategic plan | Yes | No |
| * The SMT has established staff guidelines for the analysis and use of student achievement data. | Yes | No |
| * The school’s SMT promotes an environment of high expectations of learning | Yes | No |
| * The school's SMT has provided students with the opportunity to focus on careers | Yes | No |
| * SMT has put systems in place so that students set goals about their achievement and their future generally | Yes | No |
| * The SMT has established guidelines and expectations for school wide pedagogy/ classroom practice | Yes | No |
| * SMT are engaging in collaborate processes | Yes | No |
| * SMT provides opportunities for staff views and concerns to be heard | Yes | No |
| * SMT articulates the school vision and mission | Yes | No |
| * SMT uses positive strategies to consistently reinforce expectations | Yes | No |
| * SMT has implemented a Performance Management Program that enables staff to receive regular constructive feedback on their performance and set personal professional goals | Yes | No |
| * SMT models positive and constructive communication with staff through formal and informal interactions. | Yes | No |
| * SMT has planned and implemented a staff meeting schedule to maintain effective communication | Yes | No |
| * SMT is using distributed leadership to develop staff capacity. | Yes | No |
| * SMT promote strategies to celebrate teacher and school successes | Yes | No |
| * Principal has a plan for engaging the parents and community with the school. | Yes | No |

## Lead and develop people and teams

This covers the requirements for leading and developing people and teams through modelling high standards of performance, developing, empowering and supporting individuals and teams, monitoring performance and establishing support networks.

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| Key Actions: | | |
| * SMT has established a school staffing plan that includes the distribution of workload and roles and responsibilities | Yes | No |
| * SMT has completed a staff handbook that clarifies expectations on key aspects of school organisation, operation and staff behaviour | Yes | No |
| * SMT are actively involved in maintaining alignment of school documents, systems and practices. | Yes | No |
| * SMT has established a recruitment and selection to ensure the employment of quality staff | Yes | No |
| * The SMT has developed and utilized appropriate interview questions and selection criteria in staffing the school. | Yes | No |
| * SMT has ensured staff job descriptions are documented and shared for all positions. | Yes | No |
| * SMT has established and implemented an induction program for all staff | Yes | No |
| * SMT has established a Professional Development program for all staff that includes individual, groups and whole staff activities. | Yes | No |
| * SMT monitors the PD program, including staff participation, and the schools ongoing PD needs. | Yes | No |
| * SMT are visible and actively engaging with staff during professional development | Yes | No |
| * The Principal has ensured that SMT PD needs are met | Yes | No |
| * SMT has established a Performance Management Program for all staff | Yes | No |
| * SMT participates actively in classroom observation processes | Yes | No |
| * SMT has systems in place for Managing Underperformance. | Yes | No |
| * SMT has clear staff guidelines for teacher registration | Yes | No |
| * SMT has maintained the agreed standards and expectations in recommending staff for registration. | Yes | No |
| * SMT is well organised and provide a positive model for other staff. | Yes | No |
| * SMT actively participates in assemblies | Yes | No |
| * SMT leads staff meetings effectively and these include agendas and minutes | Yes | No |
| * SMT are visible and actively engaging with students on a daily basis around the school | Yes | No |

## Develop and manage school–community relations

This covers the requirement for effectively managing school–community relations through creating positive relations with students’ families, building school–community partnerships to enhance student learning, and communicating effectively with the school community.

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| Key Actions: | | |
| * Principal has developed BOT policies and procedures. | Yes | No |
| * Principal has ensured the BOT election process is completed and BOT established. | Yes | No |
| * Principal has worked with BOT chairperson to prepare a BOT meeting schedule, meeting agendas and meeting procedures. | Yes | No |
| * Principal reports regularly to the BOT on school operations. | Yes | No |
| * SMT has prepared and distributed student and parent handbooks | Yes | No |
| * SMT has systems in place to ensure parents can access school staff when required | Yes | No |
| * SMT maintains regular communication with parents and the community through various tools such as newsletters, websites and notice boards. | Yes | No |
| * SMT has supported staff to utilize community resources for the benefit of students. | Yes | No |
| * SMT has ensured the views of parents are heard through meetings and parent surveys. | Yes | No |
| * The SMT has provided parents the opportunity to experience the school in action | Yes | No |

## Develop and manage resources

This covers the requirement to manage the human and physical resources of the school to create, maintain and monitor an effective learning environment. This includes management of the school’s human, financial, physical and ICT resources.

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| Key Actions: | | |
| * SMT has established staff and student guidelines related to the physical environment and resources of the school. | Yes | No |
| * Principal establishes an effective system for monitoring, reporting on and maintaining the school environment including health and safety concerns | Yes | No |
| * SMT actively involved in monitoring the schools physical environment and resources | Yes | No |
| * Principal has ensured the school has developed financial policies and procedures (handbook) | Yes | No |
| * Principal ensures staff follow guidelines related to expenditure of school funds. | Yes | No |
| * Principal has ensured the school has established an electronic accounting system | Yes | No |
| * Principal establishes a schedule of financial reporting that enables them to effectively monitor and manage school income and expenditure within budget limits. | Yes | No |
| * Principal keeps the BOT informed through monthly reporting of the schools financial position. | Yes | No |
| * Principal supports the BOT to identify opportunities to enhance the schools finances. | Yes | No |
| * Principal has established effective processes for identifying and purchasing school resources | Yes | No |
| * Principal ensures that the allocation of new resources reflects school priorities for teaching and learning | Yes | No |
| * Principal ensures that a school resource management system is in place including asset register, storage and management systems. | Yes | No |
| * SMT ensures systems are established that enable teachers to readily access teaching and learning resources | Yes | No |
| * SMT has clearly documented policies and procedures related to Health and Safety | Yes | No |
| * Principal ensures evacuation training and practices occur | Yes | No |
| * SMT has provided the necessary support to ensure relevant staff has up to date student data bases | Yes | No |
| * Principal ensures that appropriate responses are made to auditor recommendations | Yes | No |

## Reflect on, evaluate and improve leadership and management

This covers the requirements for accepting accountability for personal and school performance by leading the evaluation of school performance, modelling a culture of personal and collegial improvement and life-long learning, and contributing to professional networks.

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| Key Actions: | | |
| * The SMT has developed and implemented staff guidelines for reflection on professional practice | Yes | No |
| * SMT members have a reflective journal | Yes | No |
| * The SMT model reflective practice with the staff | Yes | No |
| * SMT has developed a school self review plan | Yes | No |
| * SMT school self review plan focuses on improving teaching and learning | Yes | No |
| * SMT planning of review processes includes ongoing departmental reporting | Yes | No |
| * SMT has ensured curriculum areas review curriculum/unit plans in a systematic way | Yes | No |
| * The SMT has a plan for systematically reviewing the schools policies | Yes | No |
| * The SMT has clear goals for school wide development | Yes | No |
| * The School's Annual Plan is reviewed on the basis of school wide review processes | Yes | No |
| * SMT ensures school self review process includes feedback from all stakeholders | Yes | No |

***Micro organizer***

**Do the priority 1 tasks first.**

**1 = High**

**2 = Medium**

**3 = low**

High priority should be based on those management activities which have the greatest effect on student achievement

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| ***Identified Actions requiring development*** | ***Planned completion date*** | ***Priority 1,2,3*** | ***Completed***  ***(Tick)*** |
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