

DRIVING FORWARD PROFESSIONAL  
STANDARDS FOR TEACHERS



## **Standards for Leadership and Management**

**August 2012**

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# 1 The Standards for Leadership and Management

## 1.1 Introduction

The Standards for Leadership and Management, which supersede the Standard for Headship, (Scottish Executive, 2005) include both the Standard for Headship and the Standard for Middle Leadership, with the related professional actions. The Standards are an important resource to help ensure that those in, or aspiring to, formal leadership roles in Scottish education are supported in self-evaluation and reflection as an integral part of their leadership development.

*Teaching Scotland's Future* (Scottish Government, 2011) outlined key recommendations to reconceptualise the career long development of Scotland's teachers, including specific recommendations about the central and crucial place of leadership development. Leadership is explicit across the revised Professional Standards, with a focus on teacher leadership and leadership for learning.

Leadership is central to educational quality. Leadership is the ability to:

- ❖ develop a vision for change, which leads to improvements in outcomes for learners and is based on shared values and robust evaluation of evidence of current practice and outcomes;
- ❖ mobilise, enable and support others to develop and follow through on strategies for achieving that change.

Management is the operational implementation and maintenance of the practices and systems required to achieve this change.

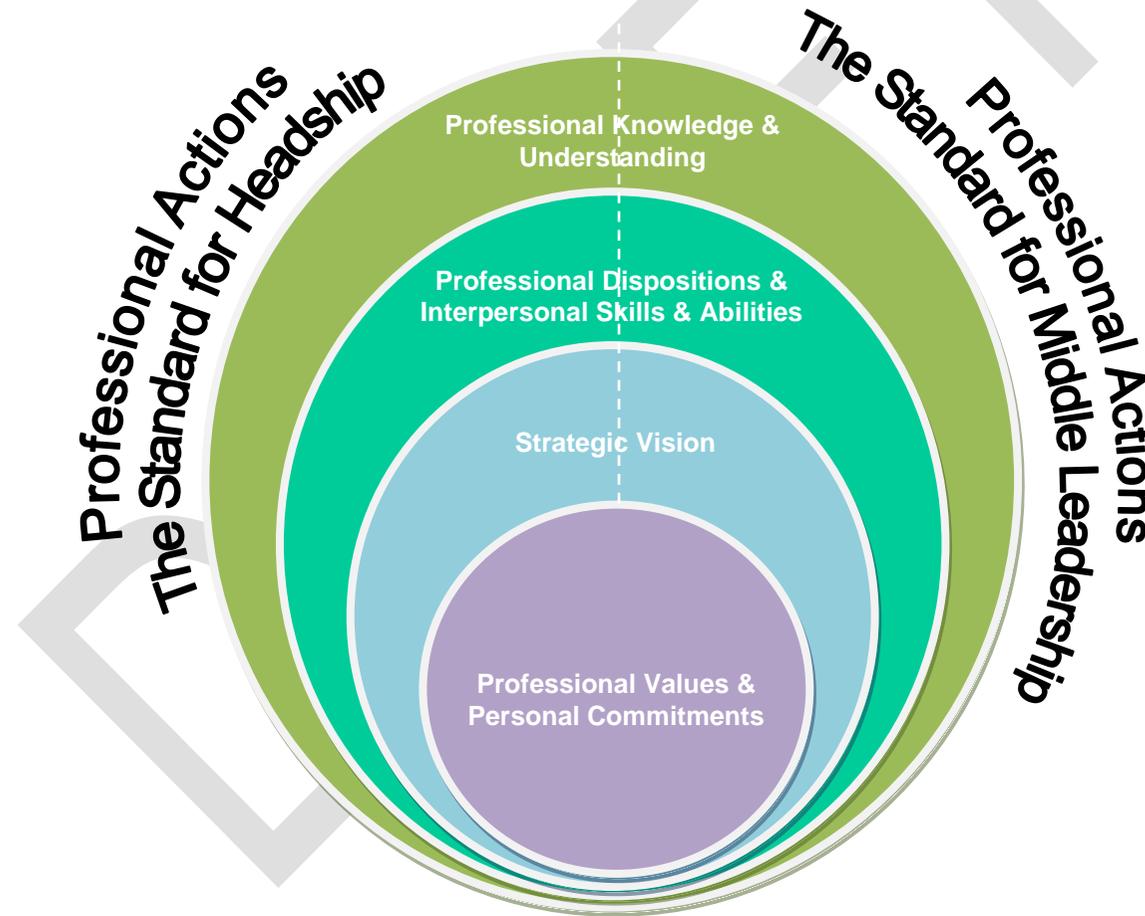
In Scotland, we expect all teachers to be leaders in a number of important ways. We expect them to lead learning for, and with, all the learners with whom they engage and to develop the capacity to lead colleagues and other partners to achieve change through specific projects or development work. We expect those in promoted roles within the school system to develop increasing responsibility and capacity in relation to the kinds of roles outlined here. This includes responsibility for team and line management. All leaders have a responsibility for ensuring the mobilisation of inter-agency working across the school community and beyond, particularly by building staff capability, in order to achieve positive outcomes for all children and young people.

In addition to enhanced pedagogical skills, middle leaders in schools will have different areas of responsibility. These may include curriculum leadership, departmental or faculty leadership, pastoral leadership, leadership in additional support provision, or leadership of school improvement priorities. They may have line management responsibility for a team of staff; lead a team delivering a specific area of provision; or a team involved in development activities. In taking their particular areas of responsibility forward, middle leaders will work and contribute to the school improvement agenda particularly in building a culture of teaching and learning to address the needs of all learners, while also contributing to the development of capability more generally.

Head Teachers, working with others, establish, sustain and enhance a culture of learning and a positive ethos in collaboration with the whole school community to ensure that every learner achieves his/her potential. Head Teachers are accountable for ensuring that the context and culture are set for others to lead effectively and that there is a clear and agreed focus on self-evaluation and improvement.

We expect Head Teachers and others to contribute to leadership for improvement at system level (authority and national level). This includes the ability to offer significant support to peers and other educational establishments or make significant contributions to policy development across cluster, local authority or national education systems.

The Standards for Leadership and Management are not a stand-alone resource; they are designed to be used in conjunction with the recently revised Framework for Educational Leadership (note – this is the framework currently being developed by NPG sub-group 3. Once this is complete, further explanation of this framework will be included here) to support individual self-evaluation and reflection as an integral part of leadership development. It is vital that progression through this leadership framework by a leader is supported by effective and systematic Professional Review and Development (PRD) and Professional Update processes.



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## 1.2 Purpose

The Standards for Leadership and Management will be used for multiple purposes, including:

- ❖ Support for self-evaluation and reflection for teachers in, and aspiring to, formal leadership roles in our schools;
- ❖ A framework to inform the PRD process;
- ❖ The design of programmes leading to the attainment of the professional award and / or academic qualification leading to the Standard for Headship;
- ❖ The design of programmes including academic awards for aspiring or serving middle leaders;
- ❖ An assessment framework for such programmes;
- ❖ A template to plan and enhance coherent leadership development pathways and programmes;
- ❖ A framework to inform and support coaching, mentoring and collaborative learning processes;
- ❖ Informing the process of recruitment and selection;
- ❖ Contributing to dialogue about leadership and management competency;
- ❖ To inform discussion, debate and public expectations about leadership and management in school and the wider education system.

## 2 Professional Values and Personal Commitments of all Teachers

Professional values are at the core of the Scottish Professional Standards. The educational experiences of all our learners are shaped by the values and dispositions of all those who work to educate them. Values are about doing well by all those for whom we are responsible (including ourselves). They drive an unswerving personal commitment to all learners' intellectual, social and ethical growth and well-being. They are integral to, and demonstrated through, all our professional relationships and practices and all that we do to meet our professional commitments and obligations as educators.

Professionalism also implies the need to ask critical questions of educational policies and practices and to examine our attitudes and beliefs. Values, and the connections between values and practices, need to be regularly re-appraised over the course of our careers as society and the needs of learners change and as our own understanding develops. This is central to the adaptability, responsiveness and relevance of the profession.

The professional values and personal commitments that are core to being a teacher are:

- ❖ **Social justice**
  - Embracing the educational and social values of sustainability, equality and justice and recognising the rights and responsibilities of future as well as current generations.
  - Committing to the principles of democracy and social justice through fair, transparent, inclusive and sustainable practices in relation to: age, disability, gender and gender identity, race, religion and belief and sexual orientation.

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- Valuing as well as respecting, social, cultural and ecological diversity and promoting the principles and practices of local and global citizenship for all learners.
  - Demonstrating a commitment to engaging learners in real world issues to enhance learning experiences and outcomes and to encourage learning our way to a better future.
  - Respecting the rights of all learners and their entitlement to be included in their learning experiences.
- ❖ **Integrity**
- Demonstrating, honesty, courage and wisdom.
  - Critically examining personal and professional attitudes and beliefs and challenging our own assumptions and professional practice.
  - Critically examining the connections between personal and professional attitudes and beliefs, values and professional practices in order to inform and shape personal and professional development effect improvement and, when appropriate, transformative change in practice.
- ❖ **Trust and respect**
- Acting and behaving in ways that develop a culture of trust and respect through, for example, being trusting and respectful of others within the school community, and with all those involved in influencing the lives of learners in and beyond the school.
  - Providing and ensuring a safe and secure environment for all learners built on an ethos of care.
  - Demonstrating a commitment to motivating and inspiring learners while also acknowledging their uniqueness, individuality and specific learning needs.
- ❖ **Professional Commitment**
- Engaging with all aspects of professional practice and all members of our educational communities with enthusiasm, adaptability and constructive criticality.
  - Committing to lifelong enquiry, learning and professional development as a core aspect of professionalism and collaborative practice.

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### **3 Strategic Vision, Professional Knowledge and Understanding, Personal Dispositions, Interpersonal Skills and Abilities**

This section outlines the Strategic Vision, Professional Knowledge and Understanding, Personal Dispositions, Interpersonal Skills and Abilities required of all teachers in formal leadership roles. Therefore, they apply to Head Teachers and to middle leaders in our schools, and are in addition to those outlined in the Standards for Registration, which those in and aspiring to formal leadership roles will already have attained and demonstrated in professional practice.

#### **3.1 Strategic Vision**

This element is concerned with the leader's professional values and commitment to learners, equality of opportunity, ethical practice, democratic values sustainability and career-long learning. Leaders exemplify in their personal and professional life, and in the way they lead the learning community, the vision and culture they seek to develop throughout the school.

Leaders steer the creation and the sharing of the strategic vision ethos and aims for the school, which inspire and motivate learners, staff and all members of the school community and its partners and sets high expectations for every learner.

Central to the development and demonstration of this strategic vision, all leaders commit to and model career-long learning as a 'leading learner'; and thus encourage others to engage in career-long learning to enhance their practice.

#### **3.2 Professional Knowledge and Understanding**

This element identifies the complex knowledge and understanding of educational thinking and developments in society, schooling, schools, education and teaching and learning which are required by successful leaders.

##### **3.2.1 Teaching and learning:**

Leaders keep up to date with knowledge and understanding of research and developments in teaching and learning and work with others to ensure the application of relevant development to improving outcomes for learners.

##### **3.2.2 Education policy, schools and schooling:**

Leaders apply their enhanced knowledge and critical understanding of research and developments in education policy, schools and schooling to support school development.

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### 3.2.3 Social and environmental trends and developments:

Leaders keep abreast of, and apply their enhanced knowledge and understanding of, contemporary developments in society, digital technologies, the environment and the wider global community (including trends and changes in family patterns, work patterns, the media, leisure and politics) and consider the implications for their leadership.

### 3.2.4 Leadership and management:

Leaders continuously widen their knowledge and understanding of leadership and management concepts and practices related to their context and work with others to ensure this is embodied in practice.

## **3.3 Personal Dispositions and Interpersonal Skills and Abilities**

This element describes a range of personal dispositions and interpersonal skills on which leaders draw upon in leading and managing effectively. For maximum impact, successful leaders will exercise these skills in combinations appropriate to the context in which they are leading and managing.

### 3.3.1 Demonstrating self-awareness and inspiring and motivating others:

Leaders continually develop self-awareness; they regularly question their practice through processes of reflection and critical enquiry. They manage self and others effectively, with a commitment to collegiate practice. They build and sustain personal credibility by modelling their commitment to career long professional learning, integrity and ethical practice, thus developing a culture of trust and respect. They display confidence and courage in the way they deal with criticism and conflict. Leaders encourage the development of leadership qualities in others and cultivate trust and respect among colleagues by fostering leadership opportunities across the school.

### 3.3.2 Judging wisely and deciding appropriately:

Leaders analyse and define situations clearly. They take a positive solution-focussed approach to their work towards resolution. They know how and when to make decisions and use evidence and information to support and inform their judgements. Leaders display a readiness to engage in debate and dialogue and promote constructive ways of achieving improvement, displaying an awareness of the ethical use of power and authority.

### 3.3.3 Communicating effectively:

Leaders show and communicate their deep commitment to the education and well-being of learners in their everyday practices. They are effective communicators within the school and the wider community and build effective relationships across networks. They listen, express their ideas and feelings clearly, engage in professional dialogue and constructive feedback and establish effective organisational communication. They make use of a variety of appropriate media in doing so.

### 3.3.4 Showing political insight:

Leaders have an enhanced understanding of the dynamics of political power and influence in the relationship between schools and society, and the consequent implications for the work of their organisation. They understand the political and social context and the ways in which this impacts on schools and those within schools, taking account of this in their leadership and management practices.

## 4 The Professional Actions of Head Teachers

### The Key Purpose of Head Teachers

The Head Teacher acts as the leading professional in a school and as an officer in the local authority.

Head Teachers lead the whole school community in order to establish, sustain and enhance a positive ethos and culture of learning through which every learner is able to learn effectively and achieve their potential.

In line with the vision and values of the school, Head Teachers, working with others:

- 1 Establish, sustain and enhance the culture of self-evaluation for school improvement.
- 2 Develop staff capability, capacity and leadership to support the culture and practice of learning.
- 3 Ensure consistent high quality teaching and learning for all learners.
- 4 Build and sustain partnerships with learners, families and relevant partners to meet the identified needs of all learners.
- 5 Allocate resources effectively in line with identified strategic and operational priorities.

Across all of these areas, Head Teachers contribute to leadership for improvement at school and system level.

### 4.1 Establish, sustain and enhance the culture of self-evaluation for school improvement

The Professional Standard	Professional Actions
4.1.1 Head Teachers establish a range of relationships and practices to foster self-evaluation at every level in the school	<ul style="list-style-type: none"><li>❖ model good practice in personal self evaluation against the relevant Professional Standard and appropriate benchmarks;</li><li>❖ promote an open, honest and critical stance in examining practice;</li><li>❖ encourage and support others to critically analyse and evaluate their own practice in relation to relevant policies and procedures.</li></ul>

<p>4.1.2 Head Teachers establish and use systems to collect evidence with which to inform decision making</p>	<ul style="list-style-type: none"> <li>❖ develop a culture of evidence- informed practice;</li> <li>❖ ensure systematic evidence collection and analysis against national and international benchmarks;</li> <li>❖ use collated evidence to inform decision-making;</li> <li>❖ encourage and enable staff to use data to plan teaching, learning, reporting and assessment, with a focus on improving outcomes for all learners.</li> </ul>
<p>4.1.3 Head Teachers establish and use processes to gather valid information from stakeholders to inform improvement strategies</p>	<ul style="list-style-type: none"> <li>❖ ensure that data is gathered systematically from a wide range of stakeholders;</li> <li>❖ develop innovative approaches to engage all groups, including `hard to reach` groups;</li> <li>❖ share data to inform decision making and to identify priorities.</li> </ul>
<p>4.1.4 Head Teachers collaborate with staff, learners, parents and the wider school community and networks in identifying, agreeing and implementing improvement priorities</p>	<ul style="list-style-type: none"> <li>❖ create regular opportunities to engage with staff, learners and the wider school community to identify priorities;</li> <li>❖ identify key areas for improvement using the evidence gathered;</li> <li>❖ establish, sustain and enhance a culture where all learners are involved in meaningful decision-making about the planning and enhancement of learning and in wider school improvement;</li> <li>❖ establish processes and facilitate opportunities for groups to work collaboratively to take forward improvement priorities.</li> </ul>
<p>4.1.5 Head Teachers develop systems for ongoing monitoring and review of the school's improvement agenda</p>	<ul style="list-style-type: none"> <li>❖ undertake regular and systematic review of progress towards the school's priorities;</li> <li>❖ establish a range of processes which enable staff to contribute to the overall monitoring and review of the school improvement plan.</li> </ul>
<p>4.1.6 Head Teachers critically engage with literature, research and policy, in relation to all of the above</p>	<ul style="list-style-type: none"> <li>❖ acquire and use knowledge from literature, research and policy sources to support the processes of self-evaluation for the enhancement of professional practice and decision-making.</li> </ul>

## 4.2 Develop staff capability, capacity and leadership to support the culture and practice of learning

The Professional Standard	Professional Actions
4.2.1 Head Teachers work within the structure of employment legislation, national and local agreements and policies governing employment	<ul style="list-style-type: none"> <li>❖ take due account of legislation and national and local agreements in all aspects of human resource management;</li> <li>❖ take due account of the legislative framework related to equality and social inclusion to promote an inclusive community which values diversity and challenges discrimination.</li> </ul>
4.2.2 Head Teachers establish and promote collaborative practice to support a culture of learning	<ul style="list-style-type: none"> <li>❖ take responsibility for, and engage actively in, ongoing professional learning to deepen their personal and professional skills and knowledge base;</li> <li>❖ promote ambition and set high expectations of continuing professional learning for all staff and ensure opportunities which deliver this;</li> <li>❖ create and utilise opportunities for staff to take on leadership roles;</li> <li>❖ build constructive relationships that engender commitment and collegiality.</li> </ul>
4.2.3 Head Teachers establish and ensure the consistent use of PRD processes to identify strengths and development needs	<ul style="list-style-type: none"> <li>❖ use, and develop in colleagues, coaching and mentoring skills to support the PRD process;</li> <li>❖ foster the personal commitment of staff to, and personal responsibility for PRD, using relevant Professional Standards to support self-evaluation and reflection;</li> <li>❖ ensure that meaningful and rigorous PRD takes place regularly and that the outcomes of the process contribute to improvement of professional practice.</li> </ul>
4.2.4 Head Teachers ensure a systematic approach to support the culture of professional learning	<ul style="list-style-type: none"> <li>❖ ensure staff use relevant Professional Standards to support self-evaluation as part of continuous professional learning;</li> <li>❖ encourage an extended understanding of the nature and depth of professional learning and promote relevant systematic and progressive professional learning opportunities;</li> <li>❖ ensure an appropriate balance between collaborative and personal professional learning;</li> <li>❖ ensure an appropriate balance between personal and professional goals and school and local authority priorities.</li> </ul>

4.2.5 Head Teachers build systems to monitor the impact of professional learning on the culture of learning.	<ul style="list-style-type: none"> <li>❖ build staff capability to self-evaluate individual and collegiate professional learning and reflect on their development;</li> <li>❖ plan and evaluate professional learning in relation to both its direct and indirect impact on outcomes for learners.</li> </ul>
4.2.6 Head Teachers contribute to systems level leadership of education in their context and beyond	<ul style="list-style-type: none"> <li>❖ contribute to the development of others, including peer Head Teachers through coaching and mentoring, and networking opportunities;</li> <li>❖ support cross-sector working at cluster, local authority and national levels;</li> <li>❖ contribute to cluster, local and national developments and discussions to support and enhance the policy making process.</li> </ul>
4.2.7 Head Teachers critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ acquire and use knowledge from literature, research and policy sources to support the processes of leading and developing staff and creating school cultures for the enhancement of professional practice and decision making.</li> </ul>

### 4.3 Ensure consistent high quality teaching and learning for all learners

<b>The Professional Standard</b>	<b>Professional Actions</b>
4.3.1 Head Teachers build a shared vision to support the improvement of teaching and learning and set consistent high expectations for all in the school community	<ul style="list-style-type: none"> <li>❖ work with whole school community to identify and articulate a shared vision, values and aims in relation to teaching and learning;</li> <li>❖ set clear standards in relation to enacting the principles of inclusion, sustainability, equality and social justice in the teaching and learning processes;</li> <li>❖ model and develop a culture of mutual trust, respect and accountability.</li> </ul>
4.3.2 Head Teachers ensure appropriate curriculum design and planning are developed to meet the learning and pastoral needs of all learners	<ul style="list-style-type: none"> <li>❖ take a strategic overview of the planning, delivery and assessment of learning to ensure that school-based decisions are in accordance with the principles of good curriculum design and planning;</li> <li>❖ agree and develop curricular frameworks to ensure appropriate personalisation and choice;</li> <li>❖ collaborate with partners to facilitate access to appropriate learning opportunities and resources.</li> </ul>

4.3.3	Head Teachers establish and sustain processes to develop pedagogic practices across the school	<ul style="list-style-type: none"> <li>❖ set, and communicate clearly, high expectations of the quality of teaching;</li> <li>❖ develop a culture which supports and ensures high quality teaching;</li> <li>❖ provide systematic opportunities to enhance and refresh teachers' pedagogic practice.</li> </ul>
4.3.4	Head Teachers build collaborative processes to review and enhance pedagogic practice	<ul style="list-style-type: none"> <li>❖ promote a culture of critical reflection and self evaluation and establish approaches to review and teaching and learning which gathers from the views and experience of learners, staff, parents and partners;</li> <li>❖ establish and sustain teacher leadership and collaborative working to support the enhancement of teaching and learning;</li> <li>❖ establish systems to validate the quality of teaching, learning and assessment.</li> </ul>
4.3.5	Head Teachers critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ engage with educational literature, research and policy sources in leading and developing the curriculum, including taking account of national and international benchmarking to inform their thinking and support the enhancement of professional practice and decision-making.</li> </ul>

#### **4.4 Build and sustain partnerships with learners, families and relevant partners to meet the identified needs of all learners**

<b>The Professional Standard</b>	<b>Professional Actions</b>	
4.4.1	Head Teachers build and communicate the vision, values, ethos and aims of the school with partners	<ul style="list-style-type: none"> <li>❖ co-create an aspirational vision, values, ethos and aims, agreed in partnership with all stakeholders;</li> <li>❖ communicate and model the vision, values, ethos and aims regularly to all learners and the wider school community.</li> </ul>
4.4.2	Head Teachers embed processes to ensure learners contribute to planning and enhancement of their own learning programmes	<ul style="list-style-type: none"> <li>❖ establish a culture where learners participate meaningfully in decisions related to their learning and their school;</li> <li>❖ ensure all learners have genuine opportunities to participate in these decision-making processes.</li> </ul>
4.4.3	Head Teachers develop strategies to foster parental involvement	<ul style="list-style-type: none"> <li>❖ establish a culture to build and facilitate the partnership between parents and carers, learners and the school;</li> <li>❖ ensure all parents and carers have genuine opportunities to participate in these partnership activities and processes.</li> </ul>

<p>4.4.4 Head Teachers build, maintain and review partnerships with other professions and agencies to support the learning, pastoral and emotional needs of learners</p>	<ul style="list-style-type: none"> <li>❖ adhere to and implement child protection policies and procedures to ensure the care and welfare of all learners;</li> <li>❖ recognise and encourage the wide and diverse range of partnerships which contribute to the learning, pastoral and emotional needs of all learners;</li> <li>❖ ensure that systems are in place which enable all partners to contribute to, and support the diverse needs of, all learners in line with local and national policy and legislation.</li> </ul>
<p>4.4.5 Head Teachers critically engage with literature, research and policy in relation to the above</p>	<ul style="list-style-type: none"> <li>❖ acquire and use knowledge from literature, research and policy sources to support the processes of collaborative working for the enhancement of professional practice and decision making.</li> </ul>

#### 4.5 Allocate resources effectively in line with identified strategic and operational priorities

<p><b>The Professional Standard</b></p>	<p><b>Professional Actions</b></p>
<p>4.5.1 Head Teachers use the review and improvement planning processes to identify priorities and inform resourcing decisions</p>	<ul style="list-style-type: none"> <li>❖ consult with relevant stakeholders to inform appropriate resourcing decisions;</li> <li>❖ use data and evaluations of previous planning priorities to inform future resourcing decisions;</li> <li>❖ consider the sustainability implications of resourcing decisions.</li> </ul>
<p>4.5.2 Head Teachers allocate resources in a fair and equitable manner in line with priorities to support learning</p>	<ul style="list-style-type: none"> <li>❖ make best strategic and operational use of available resources to create, maintain and enhance an appropriate learning environment for effective teaching and learning and to support improvement;</li> <li>❖ delegate appropriate tasks and responsibilities to members of the senior management team and other staff;</li> <li>❖ demonstrate transparent and equitable allocation of resources which takes account of identified need;</li> <li>❖ foster collective responsibility for the sustainable, transparent, fair and effective use of resources.</li> </ul>
<p>4.5.3 Head Teachers ensure systems are established and used to monitor, evaluate and review the use of resources</p>	<ul style="list-style-type: none"> <li>❖ ensure best value and appropriate devolved accountability to support effective teaching and learning;</li> <li>❖ show a strategic awareness when engaging with resource management to ensure continuous improvement;</li> <li>❖ give due regard to health and safety legislation to ensure safety and welfare of all;</li> <li>❖ utilise all available support in budget and resource management.</li> </ul>

4.5.4 Head Teachers critically engage with literature, research and policy texts	❖ acquire and use knowledge from literature, research and policy sources in the area of resource management to inform professional practice and decision-making.
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## 5 The Professional Actions of Middle Leaders

### The Key Purpose of Middle Leaders

Middle leaders, within their areas of responsibility, lead and collaborate with team(s) to establish, enhance and ensure high quality learning experiences and outcomes for all learners. In the context of middle leadership, 'team' is used widely and refers to colleagues that middle leaders have line management responsibility for, as well as those who they may work with in and across departments or project teams.

In line with the visions and values of the school, and within the school and departmental improvement agendas, middle leaders:

- 1 Develop a range of strategies for individual and collective self evaluation which contribute to the school's improvement.
- 2 Develop coherent approaches to professional learning which build and sustain teachers' practice.
- 3 Lead and work collaboratively to enhance teaching which leads to high quality learning experiences.
- 4 Build and sustain partnerships with colleagues, learners, parents and other stakeholders to meet the identified needs of all learners.
- 5 Manage allocated resources proactively and effectively to meet learning and development priorities.

### 5.1 Develop a range of strategies for individual and collective self-evaluation which contribute to the school's improvement

The Professional Standard	Professional Actions
5.1.1 Middle leaders foster an ethos to support self-evaluation and plan specific opportunities for this to take place	<ul style="list-style-type: none"> <li>❖ model good practice in personal self-evaluation against the relevant Professional Standard and appropriate benchmarks;</li> <li>❖ promote an open, honest and critical stance in examining practice, within their area of responsibility;</li> <li>❖ lead and influence others to critically analyse and evaluate their own practice in relation to relevant policies and procedures.</li> </ul>

5.1.2	Middle leaders enable staff individually and collectively to engage in regular and rigorous self-evaluation	<ul style="list-style-type: none"> <li>❖ systematically use established self-evaluation practices, gathering information from appropriate stakeholders and apply the information gathered to the planning of next steps and actions;</li> <li>❖ develop colleagues' skills and confidence in using the established self-evaluation processes and deriving a range of processes.</li> </ul>
5.1.3	Middle leaders use established systems to monitor progress of the team's improvement agenda	<ul style="list-style-type: none"> <li>❖ undertake regular and systematic review of progress towards the team's priorities;</li> <li>❖ adopt a range of approaches to sustain and improve the work of the team.</li> </ul>
5.1.4	Middle leaders critically engage with literature, research and policy, in relation to all of the above	<ul style="list-style-type: none"> <li>❖ acquire and use knowledge from literature, research and policy sources to support the process of self-evaluation for the enhancement of professional practice and decision making, within their areas of responsibility.</li> </ul>

## 5.2 Develop coherent approaches to professional learning which build and sustain teachers' practice

The Professional Standard	Professional Actions
5.2.1 Middle leaders work within school policies with regard to staffing and personnel issues	<ul style="list-style-type: none"> <li>❖ take due account of school policy and local authority guidelines in all aspects of human resource management.</li> </ul>
5.2.2 Middle leaders establish and use strategies to identify individual and team professional learning needs to support the school's improvement agenda	<ul style="list-style-type: none"> <li>❖ take responsibility for, and engage actively in, ongoing professional learning to enhance their personal and professional skills and knowledge base;</li> <li>❖ promote ambition and set high expectations of continuing professional learning for the team and ensure opportunities which deliver this;</li> <li>❖ use coaching and mentoring skills to support the PRD process;</li> <li>❖ ensure that meaningful and rigorous PRD takes place regularly and that the outcomes of the process contribute to professional practice.</li> </ul>

5.2.3 Middle leaders create coherent opportunities for collaborative development activities	<ul style="list-style-type: none"> <li>❖ create opportunities for colleagues to take on leadership roles;</li> <li>❖ facilitate team participation in professional learning community processes;</li> <li>❖ build constructive relationships that foster commitment and collegiality;</li> <li>❖ use coaching and mentoring to support colleagues and build these skills to develop peer support.</li> </ul>
5.2.4 Middle leaders evaluate the impact of professional learning on teachers' practice and understanding, in relation to outcomes for learners	<ul style="list-style-type: none"> <li>❖ work with the team to critically reflect on individual and collective professional learning;</li> <li>❖ plan and evaluate professional learning provision directly on its intended impact on learning, within their areas of responsibility.</li> </ul>
5.2.5 Middle leaders critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ acquire and use knowledge from literature, research and policy sources to support the processes of leading and developing staff and creating school cultures for the enhancement of practice and decision making, within their areas of responsibility.</li> </ul>

### 5.3 To lead and work collaboratively to enhance teaching which leads to high quality learning experiences

<b>The Professional Standard</b>	<b>Professional Actions</b>
5.3.1 Middle leaders support the improvement of teaching and learning and set consistent high expectations for all in the school community	<ul style="list-style-type: none"> <li>❖ work with the team to identify and articulate a shared vision, values, ethos and aims in relation to teaching and learning;</li> <li>❖ set clear standards in their practice, in relation to enacting the principles of inclusion, sustainability, equality and social justice;</li> <li>❖ model and develop, within and beyond their area of responsibility, a culture of mutual respect and accountability.</li> </ul>
5.3.2 Middle leaders work with teams to design coherent and progressive programmes which address learning needs	<ul style="list-style-type: none"> <li>❖ develop and plan curricular, cross-curricular and pastoral programmes to ensure appropriate personalisation and choice;</li> <li>❖ ensure that learners are consulted in the development and planning of all learning programmes;</li> <li>❖ ensure the principles of good curriculum design underpin all learning programmes.</li> </ul>

5.3.3	Middle leaders establish and develop pedagogic practices to meet the learning and pastoral needs of all learners	<ul style="list-style-type: none"> <li>❖ model high quality teaching;</li> <li>❖ set high expectations of the quality of teaching and learning across the team;</li> <li>❖ provide systematic opportunities to enhance and refresh teachers' pedagogic practices, including assessment practices.</li> </ul>
5.3.4	Middle leaders use collaborative processes to monitor and review pedagogic practice, working across the team	<ul style="list-style-type: none"> <li>❖ implement a range of peer learning approaches which enable the team to work collaboratively;</li> <li>❖ work regularly with individual teachers to review teaching and learning approaches in the classroom;</li> <li>❖ draw upon self-evaluation activities to promote on-going review of pedagogy.</li> </ul>
5.3.5	Middle leaders systematically gather and use assessment feedback and learners' progress data to evaluate and plan future learning	<ul style="list-style-type: none"> <li>❖ establish processes for the systematic use of formative and summative assessment;</li> <li>❖ establish processes for the tracking and monitoring of individual learning and pastoral needs;</li> <li>❖ use assessment and progress data to inform and plan learning programmes.</li> </ul>
5.3.6	Middle leaders critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ engage with educational literature, research and policy sources in leading and developing the curriculum, pedagogy and assessment practices, including taking account of national and international benchmarking to support the enhancement practice and decision making, within their areas of responsibility.</li> </ul>

#### 5.4 Build and sustain partnerships with colleagues, learners, parents and other stakeholders to meet the identified needs of all learners

The Professional Standard	Professional Actions
5.4.1 Middle leaders establish and use processes for the regular review of learners in order to identify learners' needs	<ul style="list-style-type: none"> <li>❖ use appropriate diagnostic tools to review learners' progress;</li> <li>❖ communicate outcomes with all relevant partners;</li> <li>❖ ensure planning and provision for learning is underpinned by the principles of equality and social justice.</li> </ul>

5.4.2	Middle leaders establish and enhance the opportunities for learners to contribute to the planning and enhancement of their own learning programmes	<ul style="list-style-type: none"> <li>❖ ensure opportunities for personalisation and choice;</li> <li>❖ provide opportunities for learners and teachers to plan and discuss learning needs;</li> <li>❖ provide opportunities for learners to review their learning and progress.</li> </ul>
5.4.3	Middle leaders build partnerships with parents and carers to support the learner's needs	<ul style="list-style-type: none"> <li>❖ provide parents and carers with regular information about their child's progress;</li> <li>❖ seek regular opportunities to keep parents and carers informed about developments in the curriculum and teaching and learning approaches.</li> </ul>
5.4.4	Middle leaders work collaboratively with other professions and agencies to support the learning, pastoral and emotional needs of learners	<ul style="list-style-type: none"> <li>❖ adhere to and implement child protection policies and procedures to ensure the care and welfare of all learners;</li> <li>❖ recognise and encourage the wide and diverse range of partnerships which contribute to the learning, pastoral and emotional needs of all learners;</li> <li>❖ ensure appropriate information is shared with partners to inform decision making;</li> <li>❖ draw upon knowledge and expertise from other professional partners to enhance programmes for learners.</li> </ul>
5.4.5	Middle leaders critically engage with literature, research and policy in relation to the above	<ul style="list-style-type: none"> <li>❖ acquire and use knowledge from literature, research and policy sources to support the processes of collaborative working for the enhancement of professional practice and decision making, within their areas of responsibility.</li> </ul>

## 5.5 Manage allocated resources proactively and effectively to meet learning and development priorities

The Professional Standard	Professional Actions
5.5.1 Middle leaders identify priorities within their area and allocate resources to achieve these	<ul style="list-style-type: none"> <li>❖ work with teams to agree and deliver appropriate resourcing decisions;</li> <li>❖ use data and evaluations of previous planning priorities and learning programmes to inform future resourcing decisions.</li> </ul>

<p>5.5.2 Middle leaders set expectations and ensure resources are allocated and used in fair and effective ways</p>	<ul style="list-style-type: none"> <li>❖ make best operational use of available resources to create, maintain and enhance an appropriate learning environment for effective teaching and learning and to support improvement;</li> <li>❖ demonstrate transparent and equitable allocation of resources which takes account of identified need, within their areas of responsibility;</li> <li>❖ foster collective responsibility across the team for the sustainable, transparent, fair and effective use of resources.</li> </ul>
<p>5.5.3 Middle leaders establish and use systems to monitor the use of resources within their areas of responsibility</p>	<ul style="list-style-type: none"> <li>❖ ensure efficient and effective use of resources to support the learning needs of all learners;</li> <li>❖ give due regard to health and safety legislation to ensure safety and welfare of all.</li> </ul>
<p>5.5.4 Middle leaders critically engage with literature, research and policy texts</p>	<ul style="list-style-type: none"> <li>❖ acquire and use knowledge from literature, research and policy sources in the area of resource management to inform professional practice and decision making, within their areas of responsibility.</li> </ul>

DRAFT

*GTC Scotland aims to promote equality and diversity in all its activities*

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