

FREQUENTLY ASKED QUESTIONS

Leadership Strategy for the teaching profession of Aotearoa New Zealand Educational Leadership Capability Framework

Who is the Leadership Strategy for?

The Leadership Strategy is designed for all registered teachers across English and Māori Medium settings in Aotearoa New Zealand – in both positional and non-positional roles.

What is the purpose of the Leadership Strategy?

The purpose of the Leadership Strategy is to:

- guide and inform a system-level approach to the development of leadership capability for teaching professionals
- provide a guiding framework for building leadership capability and growing leaders at all levels and across all mediums of teaching and learning; within early childhood services, kura, primary and secondary schools
- identify priorities for investment in leadership capability development.

How was the Leadership Strategy developed?

The Leadership Strategy was developed collaboratively with the profession. During 2017, we convened a number of forums and workshops with a broad range of groups – involving academics, education agencies, members of the wider teaching profession – as well as specific opportunities for teachers and leaders in both early childhood education and Māori medium settings to engage in the development of the thinking.

The development process was iterative, with multiple opportunities to meet and to critique each other's work. This enabled the strategy to be shaped and re-shaped as it responds to emerging trends and conceptual understanding underpinning our unique Aotearoa New Zealand landscape.

For more information on this journey go to: <https://educationcouncil.org.nz/leadershipstrategy>.

What are the focus areas of the Leadership Strategy?

The four focus that have been identified in the strategy to guide its implementation are:

1. Stewardship of leadership practice and learning
2. Capabilities of leadership
3. Personalised professional learning
4. Building partnerships, communities and networks.



What is the Leadership Capability Framework?

The Leadership Capability Framework is a companion document to the Leadership Strategy. It has been designed to support the intention of the Leadership Strategy to advance educational leadership in Aotearoa New Zealand.

Who is the Leadership Capability Framework for?

Like the Leadership Strategy, the Leadership Capability Framework is intended for all registered teachers across English and Māori Medium settings in Aotearoa New Zealand – in both positional and non-positional roles.

What is the purpose of the Leadership Capability Framework?

The Leadership Capability Framework provides high-level guidelines for leadership development to help teachers identify, grow and develop their leadership capability.

How can I use the Leadership Capability Framework?

The capabilities can be used to shape and critically reflect on programmes, individual pathways and overall practice, and organisational strengths and needs, and to make decisions about priorities for new learning. They can be used to address professional learning and development, whether it is focused specifically on leadership or on curriculum or pedagogy, so that the leadership capacity in all educational organisations can keep growing.

Am I expected to use the capabilities in the framework as part of my appraisal?

Although the capabilities can be used to help guide your professional learning and development, they are not intended as checklists for your appraisal.

How was the Leadership Capability Framework developed?

The development of a leadership capability framework was outlined as an initiative in the draft Leadership Strategy. As it was received positively by the profession during the consultation period, we commissioned the New Zealand Council for Educational Research to develop a draft Leadership Capability Framework.

We consulted on the draft framework with a selection of our stakeholders during July 2018. Following this consultation, our Governing Board approved the Leadership Capability Framework and agreed that it should be released at the same time as the Leadership Strategy.

For more information on this journey go to: <https://educationcouncil.org.nz/leadershipstrategy>.



What are the core leadership capabilities outlined in the Leadership Capability Framework?

The core capabilities are:

1. Building and sustaining high trust relationships
2. Ensuring culturally responsive practice and understanding of Aotearoa New Zealand's cultural heritage, using Te Tiriti o Waitangi as the foundation
3. Building and sustaining collective leadership and professional community
4. Strategically thinking and planning
5. Evaluating practices in relation to outcomes
6. Adept management of resources to achieve vision and goals
7. Attending to their own learning as leaders and their own wellbeing
8. Embodying the organisation's values and showing moral purpose, optimism, agency and resilience
9. Contributing to the development of wellbeing of education beyond their organisation.

How does the Leadership Strategy and the Leadership Capability Framework align with other educational leadership resources?

Both the Leadership Strategy and the Leadership Capability Framework are steeped in New Zealand and international research, presenting a genuinely New Zealand vision of leadership. Their development has brought together existing guidance in educational leadership resources, such as *Tū Rangatira, Kiwi Leadership for Principals*, the Education Review Office leadership indicators and dimensions- as well as the Council's own Code of Professional Responsibility and Standards for the Teaching Profession.

What next for the implementation of Leadership Strategy and Leadership Capability Framework?

As you will know, the future location of the Government's proposed College of Educational Leadership is one of the factors of the Government's review of Tomorrow's Schools. Further information will be available in 2019.

How do I find out more?

Get in touch with us if you have any questions at enquiries@educationcouncil.org.nz or call (04) 471 0852.

