School Leadership Strategy

Evidence tells us that great school principals have a big impact on the quality of teaching and learning in a school. In fact, within schools, after the quality of the teacher in the classroom, the quality of the person leading the school makes the most difference to student results.

NSW public education is undergoing major reform. Through our Local Schools, Local Decisions reforms, as well as our Great Teaching, Inspired Learning and Rural and Remote Education blueprints for action, the role of the school principal has been redefined, with more authority to make decisions and greater accountability for those decisions.

At the national level the Australian Professional Standard for Principals and the Leadership Profiles provide a nationally agreed description of what principals need to know, understand and do to be effective school leaders.

We are also experiencing generational change among school leaders in NSW public schools, with nearly two-thirds aged 50 years or more. This combination of factors means that preparing the next generation of principals to be effective and successful leaders has never been more important.

This document outlines the NSW Government’s School Leadership Strategy – a strategy that brings together into one coordinated and comprehensive approach, actions to identify, develop and support the current and next generation of school leaders in NSW public schools.

The three elements of the School Leadership Strategy

Leadership Pathways—Assisting aspiring and current leaders on the pathway to success

- Teachers who demonstrate potential for school leadership will be identified early and given professional support.
- Current and aspiring principals will be able to assess their capabilities and plan their development aligned with the Australian Professional Standard for Principals and the Leadership Profiles.
- Current and aspiring principals can use the new Leadership Pathways website to find resources to support their own leadership development needs.

NSW Public School Leadership and Management Credential—Ready to lead, supported to succeed

- Every new principal will need to complete an 18 module credential to make sure they have the necessary knowledge and skills to lead and manage a school.
- Every new principal will be coached by an experienced principal during their first year of appointment.
- A new Leading and Managing a School policy will set a clear accountability framework for all principals.

Principal Classification—A fairer classification and remuneration structure for school principals

- The current, complicated principal classification structure will be streamlined.
- Principals will be classified based both on the size of the school and the educational needs of the students who attend.

WHAT THE RESEARCH SAYS

- The most effective principals have a sustained focus on teacher quality and student learning.
- High performing school systems proactively identify future school leaders and place them on a leadership development track.
- Formal coaching and mentoring is an important component of leadership preparation.

WANT TO FIND OUT MORE?

Go to www.cese.nsw.gov.au and read the Learning Curve on Effective Leadership in full.
Leadership Pathways – Assisting aspiring and current leaders on the pathway to success

From early in their careers many teachers show leadership potential. School leaders take different steps on their development pathway.

We will provide support for the development of school leaders at each promotional level. We will be proactive in identifying future school leaders and ensure they get the information, professional learning and leadership development support they need to become effective leaders. This support will be aligned to individual development goals and linked to the Australian Professional Standards for Teachers, the Australian Professional Standard for Principals and the Leadership Profiles.

What we will do

- A new Leadership Pathways website linked to the Australian Professional Standards for Teachers, the Australian Professional Standard for Principals and the Leadership Profiles will provide a suite of online resources to support all current and aspiring school leaders.
- Directors Public Schools NSW will work with principals at the local level to identify future school leaders and ensure they receive leadership support linked to their development needs and aspirations.
- Rural and remote teachers and aspiring school leaders will have the same access to leadership development support as their metropolitan counterparts through the Leadership Pathways website.
- The new Leadership Pathways website will provide illustrations of best practice for aspiring and current leaders mapped to the Australian Professional Standards for Teachers, the Australian Professional Standard for Principals and the Leadership Profiles.
- Aspiring and current school leaders will be able to access quality induction resources from the Leadership Pathways website at all stages of their career.
- Directors Public Schools NSW and Principals School Leadership will work in a complementary way to ensure that all principals are provided with professional learning, mentoring and coaching matched to their aspirations and development goals.

WANT TO READ MORE?

Aspiring and current leaders can go to the new Leadership Pathways site on the NSW Department of Education intranet site

NSW Public School Leadership and Management Credential – Ready to lead, supported to succeed

The role of a modern school principal is complex. As school leaders with increased decision-making authority, principals need a clear accountability framework to guide them as they lead and manage their schools.

Selecting the right people to become school leaders, ensuring they have the skills required to be successful, and have access to induction and support in their first year of appointment is critical.
What we will do

- The Australian Professional Standard for Principals and the Leadership Profiles will provide a consistent evidence-based framework to underpin principal preparation programs and support the professional learning and growth of all NSW public school principals.

- A new Leading and Managing a School policy will clearly outline the responsibilities of principals and their key accountabilities for the effective leadership and management of the school.

- Every new principal in a NSW public school will have to satisfactorily complete a leadership and management credential before appointment as a principal.

- Every new principal will receive coaching by an experienced principal in their first year.

The Leadership and Management Credential consists of 18 online modules organised under three areas. Each module will take up to two hours to complete. On successful completion of all 18 modules, aspiring principals will receive a Leadership and Management Credential that is valid for five years.

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Principal Classification – A fairer classification and remuneration structure for school principals

From 2016, NSW public school principals will move to a new classification and remuneration structure. In the past, primary and secondary school principals were on different pay scales, and the salary a principal could earn was linked solely to the type of school and number of enrolments.

The Gonski review clearly demonstrated the need for school funding to be based on educational need. The Local Schools, Local Decisions reforms set out a pathway for principals to be remunerated according to the educational needs of the students in their school. The new principal classification structure delivers this.

Principal classifications and salaries also recognise the increasing authority and accountability being given to NSW public school principals by reflecting more closely the characteristics of the school and the complexity of student needs, not by the current system of student enrolment numbers and school type.

What we will do

- There will be seven different principal classifications instead of the current 12 classifications.

- There will be a single pay scale for all principals instead of different pay scales for primary, secondary and central school principals.

- Principal classification will take into account both school operations and the additional educational needs of students. This will be linked to the needs based funding model (RAM).

WANT TO KNOW MORE?

Want to know more and see the salary scales for the new classification structure? Go to www.dec.nsw.gov.au and go to our reforms page
The Implementation Timeline

**2015**
- All principals receive an individual report explaining where they fit on the new principal classification structure.
- Principals are able to opt in to the new classification structure.

**2016**
- Leadership Pathways website live and used by current and aspiring school leaders to match their development needs to appropriate support.
- Future school leaders identified early and receive leadership development support linked to their development needs and aspirations.
- Principal preparation linked to the *Australian Professional Standard for Principals* and the *Leadership Profiles*.
- All principals operate under the new *Leading and Managing a School* policy that outlines their key responsibilities and accountabilities.
- First time principals complete the leadership and management credential before, or within six months of their appointment.
- First time principals receive coaching in their first year of appointment by an experienced principal.
- Opt in principals paid under the new classification structure.

**2017**
- First time principals will have completed the leadership and management credential prior to appointment.
- Ongoing support available to all aspiring and current school leaders through the Leadership Pathways website.