

Developing Leadership

Professional Development Framework for Teachers

Role/Career Stage Links to National Standards & NCSL	Individual Actions – “What can I do?”	Opportunities provided by the school	Opportunities provided through links with other schools	Opportunities provided by the Local Authority	Opportunities provided through national programmes and by external bodies
Qualified Teacher - Induction C Standards	Join professional Association/Subject Association or Union Start a professional portfolio Develop a personal learning plan Develop career plan Access professional websites and resources Audit practice against the professional standards	School's general induction programme School's NQT induction programme Peer Observation Being mentored Collaborative team planning and assessment Staff Reading section in school library	Visit similar schools Visit different schools or different KS Best practice visits to other schools Inclusion projects involving mainstream and special schools Informal networks	NQT induction programme http://www.rbkc.gov.uk/educationandlearning/cpdforschools.aspx Support and training from the behaviour management team Observe lead teacher	Courses provided by national professional associations and Training opportunities provided by the Roman Catholic Diocese of Westminster (http://www.rcdow.org.uk/) and London Diocese Board for Schools http://schools.london.anglican.org
Teachers in 2nd to 5th year of career C standards (increasingly look at the P standards)	Continue to maintain the above practices Use on-line and distance learning Use the Toolkit and Dialogue website Undertake action research Analyse and interpret own pupil data Evaluate own teaching strategies Contribute towards whole school INSET Audit your practice against the Professional Standards and continue to both extend and deepen skills and knowledge in relation the Professional Standards	Specific research /development time Shadow colleagues, middle managers Inclusion in school working parties Working with learning/study team Collaborative team planning and assessment Observing demonstration lessons Support for gaining accredited qualifications Coaching Working with a range of agencies Lesson observation, giving and receiving feedback Leading dept/school training sessions	Visit specialist schools Paired work with similar/dissimilar schools Cross-phase working Best practice visit to other schools Collaborative team planning and assessment Join network forums	Specific courses at the PDC Subject Forums/networks at the PDC Support from the teaching and learning consultants Access support and training from the Behaviour Management teams SIA coaching /mentoring/PD	Certificate, Diploma or Masters Degree programme run by IoE
Established teachers/ middle leadership Teachers C standards P Standards National subject leader standards (1998) National SENCO standards (1998)	Continue to maintain the above practices. Read academic and professional journals Become an exam marker/moderator Become staff governor representative Train as a Coach Make presentations to governors Undertake a range of mentoring or coaching roles e.g. NQTs, students, teaching assistants, volunteers Continue to both extend and deepen skills and knowledge in relation the C and P Standards	Receive coaching Mentor a less experienced colleague Shadow a colleague or middle leader Take on a new role/responsibility/school improvement project Lead a school working party/project group Collaborate in action research Evaluate lessons with colleagues Contribute to the organisation of whole school events Run parent/carers workshops	Short-term secondments to other schools Best practice visits Links with special schools Join a network forum	<i>As above</i> HoD/subject leader/network meetings International visits Explore Lead teacher programmes “Developing Skills as a Middle Leader” programme at the PDC	<i>As above</i> Post graduate qualification Leading from the Middle (National College and CEL) Leadership pathways (National College and CEL) Courses provided by national professional associations Future leaders (National College) Training opportunities provided by the Diocese Equal Access to Promotion for Black and Minority Ethnic Teachers (National College) Taking women's Leadership Forward (National College) Courses provided by national professional associations Training opportunities provided by the Diocese Innovative Leadership of CPD (IoE) PLEASE NOTE; National College programmes are continuously revised
Post Threshold Teacher/Middle Leadership C standards P Standards Possibly working towards AST/ET leadership standards	<i>As above</i> Apply to go through Threshold	Receive coaching Mentor a less experience colleague Team teach with a less experience colleague Support for Recognition /accreditation of CPD Lead on a PD workshop in the school	Short term secondments to other schools Best practice visits Links with special schools Join network forum	Middle Leadership development programme AST advice and guidance National College development programmes delivered locally Succession Planning programmes	<i>As above</i>
Advanced Skills Teacher C standards P Standards E standards A standards Possibly working towards National Standards for School Leadership Excellent Teacher C standards P Standards E standards	<i>As above</i> Further own development and training by accessing adult learning and training e.g. train the trainer Continue to both extend and deepen skills and knowledge in relation to the National Standards for School Leadership	Coaching a less experienced colleague Develop a model policy Support less experienced colleagues Run master classes for teachers Presentation for governors	Work with other teachers/departments Support colleagues in others schools Links with special schools Join or lead a network forum	Plan and deliver aspects of LA training programmes Attend and support network meetings e.g. CPD, SENCO, NQTs, HLTA etc – leading on aspects of practice Take a lead role in cross borough projects Subject specific forums/networks c AST conferences Leadership conferences	<i>As above</i>

<p>Senior Leadership Team Member Deputy/Assistant Head Teacher</p> <p>National Standards for School Leadership</p>	<p>As above</p> <p>Contribute to academic, and professional journals, websites and books</p> <p>Continue to both extend and deepen skills and knowledge in relation to the National Standards for School Leadership</p>	<p>Shadow a head teacher and/or deputy</p> <p>Coach HOD/middle leader</p> <p>Attend/make presentations to governing body/parents etc</p> <p>Involvement in financial management</p> <p>Be involved in whole school planning and SEF</p> <p>Performance management reviewer</p> <p>Lead on whole school INSET</p> <p>Take a role in recruitment</p> <p>Tale a lead role in improving Teaching and Learning</p>	<p>Work with other teachers/departments</p> <p>Mentor or coach colleagues in other schools</p> <p>Links with special school</p> <p>Links with other agencies</p> <p>Visit specialist schools</p> <p>Join or lead a network forum</p>	<p>Leadership programme at the Isaac Newton PDC</p> <p>Annual Deputy / AHT Conference</p> <p>LA workshops/information sessions/Briefings/Seminars</p> <p>Contribute to local authorities leadership succession strategy</p> <p>Prepare to work as a Deputy Headteacher across schools in a 'temporary executive' capacity</p>	<p>As above</p>
<p>Newly appointed head teacher</p> <p>National Standards for School Leadership</p>	<p>As above</p> <p>Establish professional formal and informal networks</p> <p>Continue to both extend and deepens skills and knowledge in relation to the National Standards for School Leadership</p> <p>Contribute to leadership succession</p>	<p>Visit to other schools locally/regionally</p>	<p>Visit to other schools locally/regionally be mentored by an experienced headteacher</p>	<p>Head teacher induction programme</p> <p>Early headship programme</p> <p>Contribute to local authorities leadership succession strategy</p> <p>Annual Headteacher's Conference</p>	<p>Opportunities through the National College and CEL</p> <p>MEd in Educational Leadership</p> <p>Courses provided by national professional associations</p> <p>Linked support of school improvement partner (SIP) and SIA</p> <p>Training opportunities provided by the Diocese</p>
<p>Experienced Head Teacher</p> <p>National Standards for School Leadership</p> <p>NCSL –Advanced leader</p> <p>NCSL – Consultant leader</p>	<p>As above</p> <p>Contribute to leadership succession</p> <p>Take a lead role in the LA (eg through the Headteachers Consultative)</p> <p>Contribute to Governor and leadership training</p>	<p>Visit to other schools locally/regionally/nationally</p>	<p>Mentor a newly appointed head teacher/new to authority/new to cluster</p>	<p>Take an active, lead role in the local authority leadership succession strategy</p> <p>Head teachers meetings head teachers consultative</p> <p>Help plan the Headteacher's conference</p> <p>Work as an 'Associate School Improvement Adviser' for the Local Authority</p> <p>Prepare for Executive Headship</p> <p>Act as an Executive Headteacher for another Local Authority School</p> <p>Mentor new Headteachers</p>	<p>Access to leadership programmes</p> <p>Become an accredited SIP</p> <p>Ma/MSc/PhD</p> <p>Overseas study visit</p> <p>School Improvement Partner Training</p> <p>Courses provided by national professional associations</p> <p>Carry out research</p> <p>Head for the future (NSCL/CEL)</p> <p>Take up opportunities provided by the Diocese</p> <p>LLE/NLE programmes</p> <p>Development programme for Consultant Leadership (NCSL/CEL)</p>