

Strengthening professional learning and leadership capacity

Professional learning programmes and opportunities



For Scotland's learners, with Scotland's educators

Welcome from Gillian Hamilton - Strategic Director, Education Scotland

Welcome to the new prospectus providing information on our range of leadership learning programmes and opportunities for Scotland's educators. Education Scotland now has responsibility for professional learning and leadership. The Professional Learning and Leadership (PLL) team, formerly SCEL, now merged with ES, has a lead role in meeting this responsibility.

Over the coming months you will start to see our new PLL brand and communications, as part of Education Scotland's wider work. This prospectus provides you with our current leadership offer, outlining the variety of leadership development opportunities available to you, your school and/or learning community.

Our team is experiencing significant benefits to being part of Education Scotland. The merger of SCEL and Education Scotland has provided us with the opportunity to pool our collective expertise, energy and commitment to professional learning and leadership. Our team has grown in size and is able to offer more than before; locally, regionally and nationally. Over the coming year, we will continue to engage and support you through our national programmes, such as Excellence in Headship and Into Headship, alongside our online resources. We will also aim to develop closer professional learning partnerships with you locally, through our focus on regional working.

I hope you will find leadership and professional learning opportunities within the prospectus which meet your personal and school community needs. You can also connect with our team in person or via the contact details shown on the back page of our prospectus.

I hope to have the opportunity to see you at one of our engagement events across the year and look forward to hearing your feedback as our work continues to develop and grow.

Best wishes



Gillian Hamilton
Strategic Director



Contents

- 4** NATIONAL MODEL OF PROFESSIONAL LEARNING
- 6** TEACHER LEADERSHIP
- 7** SUPPORTING TEACHER LEADERSHIP
- 9** MIDDLE LEADERSHIP
- 10** SCHOOL LEADERSHIP
- 12** EXCELLENCE IN HEADSHIP
- 14** SYSTEM LEADERSHIP
- 17** SUPPORTING PROFESSIONAL LEARNING AND LEADERSHIP

National model of professional learning

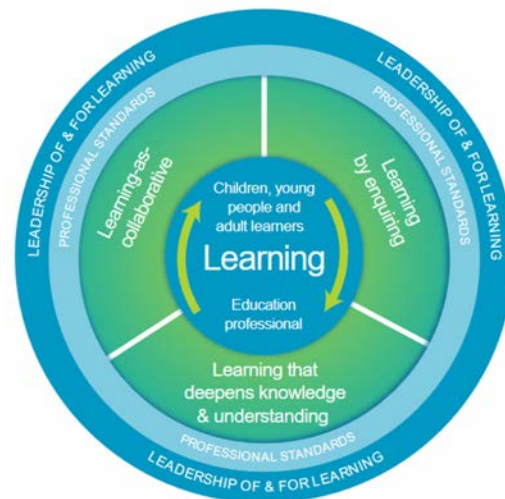
At every stage of your career, we will connect you to the right people and programmes to develop and grow your leadership capacity and help you engage with the most relevant and inspiring learning and development opportunities from Scotland and internationally.

All of our professional learning programmes and activities are informed by the national model of professional learning.

As an education professional, you will engage in professional learning to stimulate your thinking and professional knowledge and to ensure your practice is critically informed and up-to-date.

The national model of professional learning identifies the key principles of effective learning that will build capacity and promote collaborative practices. It outlines the kind of learning that will empower you and enable you to best meet the needs of learners.

A model for collaborative working



Professional learning must focus on the education professional as a learner and how this is related to and impacts upon the learning of children and young people.

Professional learning should be:

- ▶ challenging, and develop thinking, knowledge, skills and understanding
- ▶ underpinned by developing skills of enquiry and criticality
- ▶ interactive, reflective and involve learning with and from others.

Professional learning is informed and supported by professional standards and education policy.

Leadership of and for learning is essential to ensure it is well supported, promoted and sustained.

Find out more at www.education.gov.scot/professionalllearning



Teacher leadership

TEACHER LEADERSHIP PROGRAMME

Who is it for?

Designed for all post-probation teachers in Scotland, you will benefit most from this programme if you wish to develop leadership of and for learning in your context.

What's involved?

The Teacher Leadership Programme reflects the national model of professional learning and is planned to support and challenge teachers to become confident leaders of and for learning in their classrooms, as well as to develop against the GTCS Professional Standards.

The programme is accessed online through GLOW and you will be supported and challenged in your learning by a group of peers within your regional collaborative, as well as a programme lead and critical friends.

You will also attend two regional induction events and one national event to enable you to learn and share in person.

The central feature of your learning comes from undertaking a practitioner enquiry into an aspect of your own teaching and learning practice.

KEY DATES



Recruitment

January to March

Learning

August to June

Duration

One academic session

SUPPORTING TEACHER LEADERSHIP PROGRAMME

Who is it for?

Designed for teachers in Scotland with significant experience in practitioner enquiry, you will benefit most from this programme if you wish to support colleagues to take an enquiring approach to their practice.

What's involved?

The programme supports you to work collaboratively, using your prior experience of practitioner enquiry to develop approaches to supporting teacher leadership. You will then plan and implement an approach in your context.

Throughout the programme you will be supported to reflect and share your learning and also explore becoming a facilitator of future professional learning.

KEY DATES



Recruitment

Flexible

Learning

Flexible

Duration

6 months



Middle leadership

MIDDLE LEADERS LEADING CHANGE

Who is it for?

This prototype programme is for current middle leaders working within education in Scotland.

What's involved?

The programme involves a series of three one-day engagements over the course of the academic year. The programme is designed to support you in developing the use of an enquiring stance when leading change, whilst reflecting upon and developing the skills required for middle leadership roles.

There is a focus within the programme on coaching, enquiry as stance and self-evaluation based on the key roles of middle leadership as identified through ongoing research.

You will engage in at least two peer coaching conversations between engagement days and will also be expected to share your progress and learning throughout the programme.

COLLABORATIVE MIDDLE LEADERSHIP

Who is it for?

Collaborative middle leadership supports middle leaders to enhance and develop practical aspects of their role. You will benefit most from this programme if you wish to engage in professional learning with your peers and members of your senior leadership team within your own educational establishment or across a learning community.

What's involved?

As a middle leadership team within an establishment or wider community you will engage in a variety of workshops and online learning activities which have been designed to suit your context. The programme is initially commissioned by the senior leadership team and is planned in conjunction with middle leadership colleagues to identify key development priorities which the workshops and online resources will support. You will work collaboratively with peers and engage in professional dialogue and activities based upon the key roles of middle leadership.

Each workshop consists of a preparatory activity, a 1 hour 15 minute engagement session, follow up activities and reflection with the aim of the learning being continual, flexible and self-sustaining.

KEY DATES



Recruitment and learning

The programme is scheduled to run from September to June across the country.

KEY DATES



Recruitment and learning

Flexible to suit the needs of your context.



School leadership

KEY DATES



Recruitment

January to March

Learning

June to September

Duration

12/18 months

KEY DATES



Learning

September to March

Duration

9 months

INTO HEADSHIP

Who is it for?

Designed for aspiring headteachers, you will benefit most from this programme if you are looking to become a headteacher within two to three years. On successful completion of the programme, you will also be awarded the Standard for Headship, which becomes mandatory from 2020. This national postgraduate qualification is delivered in partnership with universities and local authorities and is focused on developing your strategic leadership capacity.

What's involved?

Into Headship includes a 60 credit qualification at SCQF level 11 which forms part of the Specialist Qualification for Headship Masters pathway. It is delivered through a combination of taught elements, practice based learning, directed study, national conferences, mentoring and collaborative tasks.

You will be supported to develop practice in the use of critical enquiry and reflection to evaluate and strengthen the impact of your practice on your school community as you design and initiate a strategic change initiative.

TOWARDS HEADSHIP

If you already hold the Standard for Headship and have taken a break in your learning, the Towards Headship programme will support you if you are now looking to take on a headteacher role as your next step.

IN HEADSHIP

Who is it for?

Designed for new headteachers, normally within the first two years of headship or those in an acting role expected to last up to two years.

What's involved?

In Headship is a 60-credit postgraduate qualification at SCQF level 11 and can form part of the Specialist Qualification for Headship Masters pathway. It builds upon academic and professional learning gained through the successful completion of Into Headship (or SQH/FRH) and helps deepen your understanding, application and evaluation of the GTCS Standard for Headship in practice.

Underpinned by a focus on professional problem solving and school improvement, the programme helps you critically reflect on your transition to headship. You will be supported to recognise, understand and adapt to the complex challenges and opportunities of headship, facilitate school and system improvement and understand the significance of strategic and system leadership in driving change and improvement.

You will learn through a combination of taught elements, practice based learning, directed study, two national residential events, collaborative tasks and engagement with a critical colleague.

KEY DATES



Recruitment

January to March

Learning

June to September

Duration

12/18 months

THE SPECIALIST QUALIFICATION FOR HEADSHIP MASTERS PATHWAY

The Specialist Qualification for Headship is delivered in partnership with universities and consists of three elements:



The Middle Leadership qualification is accessed through individual universities.

KEY DATES



Recruitment

Induction residential
– available throughout the year
EiH Learn sessions – individual
sessions available throughout
the year

Learning

September to June
Flexible

Duration

Annual offer to all EiH
participants

EXCELLENCE IN HEADSHIP

Who is it for?

The Excellence in Headship programme supports headteachers who have been in post for two years or more. You will benefit most if you wish to build on your professional experience and strengthen and expand your school leadership skills.

What's involved?

Excellence in Headship provides an annual offer of leadership professional learning opportunities in a range of formats which include: opportunities for collaborative learning, cross-system leadership, coaching, network development, international knowledge exchange and engagement with online learning activities.

The programme evolves on an annual basis with the objective that it remains relevant throughout the professional career of a headteacher.

Excellence in Headship is structured around a range of core themes:

- ▶ leadership and critical self-awareness (programme induction)
- ▶ leadership of learning
- ▶ values based leadership
- ▶ people and partners
- ▶ leading systems change
- ▶ organisational effectiveness.

The programme begins with a residential induction on leadership and critical self-awareness where you will join fellow headteachers from across Scotland and engage in learning which has a focus on building collaborative networks and increasing leadership self-awareness.

Following the induction residential, you will choose from a range of professional learning opportunities within the remaining five Excellence in Headship themes. Learning under each theme is supported by a range of EiH Learn sessions, residential events and on line learning activities.



System leadership

LEADING SYSTEMS CHANGE

Who is it for?

Leading Systems Change is designed for leaders at local authority and national level looking to develop a shared understanding of systems level work to improve outcomes for children and young people in Scotland. The programme is co-produced with ADES, The Staff College Scotland and other partners through a collaborative learning approach.

What's involved?

The programme supports the twin aims of excellence and equity through a whole-systems approach to developing integrated leadership. It prepares those working in public services in general, and education services in particular, for the increasingly diverse and complex challenges encountered when undertaking system leadership roles.

You will engage in participatory sessions, collaborative peer development and online learning activities.

KEY DATES



Recruitment and Learning

Various points throughout the year

Duration

6 months



EVOLVING SYSTEMS THINKING

Who is it for?

The Evolving Systems Thinking programme is for school and system leaders with a remit for curriculum and pedagogical developments. You will benefit most from this programme if you wish to explore how school and system leaders can work collaboratively to promote school effectiveness.

What's involved?

Evolving Systems Thinking supports you to develop systemic perspectives and strategies with a focus on improving outcomes for children and young people.

The programme enhances your knowledge and understanding of a range of approaches to develop new capacities and cultures for professional learning.

Throughout this programme you will work collaboratively with colleagues to enhance and extend your own skills and participate in a collaborative enquiry.

Evolving Systems Thinking consists of six modules which are delivered over a period of up to nine days, including an engaging mix of theory, practice, collaborative learning, face-to-face and online learning and engagement.

KEY DATES



Recruitment and Learning

Various points throughout the year on a regional basis

Duration

9 months

Supporting Professional Learning and Leadership

Education Scotland provides access to a range of online resources that support professional learning and leadership for educators at all stages of their career.

KEY FEATURES

- ▶ Explore the national model of professional learning and download resources to support its use
- ▶ Learn more about Education Scotland leadership programmes
- ▶ Search the range of endorsed programmes of learning
- ▶ Reflect on your own learning and consider the potential impact that it has on learners, through a broad range of learning activities
- ▶ Use as a basis for productive Professional Review and Development (PRD) and Professional Update discussions
- ▶ Begin your learning journey, save your progress and build resources within your own personal account area
- ▶ Download a summary of your learning in a document which you can add to your professional learning record
- ▶ Engage with learning activities which are informed by the national model of professional learning and are mapped to the professional standards of the General Teaching Council for Scotland (GTCS) and the Scottish Social Services Council (SSSC).

You can register using your work email or Glow login.

Independent learning

You can engage with professional learning at teacher, middle, school and system leadership levels, at a pace, place and time of your choosing. Activities and programmes are suited to practitioners in early years, primary and secondary settings.

Collaborative learning

Groups such as teacher learning communities, departments, or teams can work through learning activities together using the reflective questions as a focus for discussion.

Leading professional learning of others

You can support the professional learning of others using relevant learning activities to build capacity.

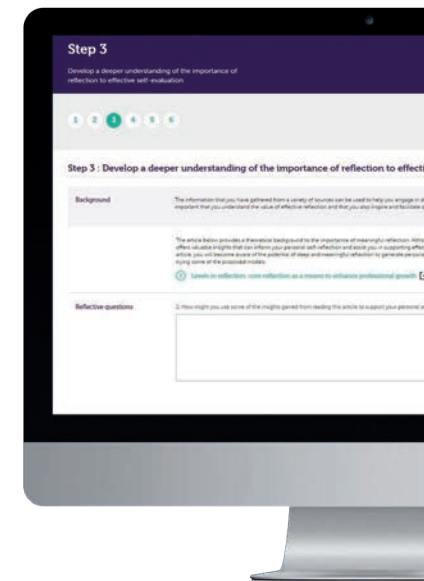


Enhance your learning journey at www.education.gov.scot/professionallearning



DID YOU KNOW?

- ✓ Access for all teachers and leaders of early learning in Scotland
- ✓ You can register using your work email address or Glow login
- ✓ You can engage with the learning activities from a desktop, tablet, or mobile device at a place and time that suits you






I've found that connecting with other teachers with different challenges [on the **Teacher Leadership Programme**] has supported me to address and to overcome my own. This has been the first time in my career that I have been in control of my own learning journey.

John Francis McMahon
St. Bridget's Primary School




[**Excellence in Headship**] was the most supportive, engaging and beneficial CPD activity I have been offered for a very long time. The time to reflect and engage with other leaders has been invaluable.

Fraser Forsyth
Carron Primary School



I have grown immensely as a leader through participating in **Into Headship**. It developed my reflective practice and encouraged deep thinking about all aspects of leadership.

Seonaïdh Black
Bannerman High School



The **Framework for Educational Leadership** is an invaluable tool for lifelong professional learning. It's a wealth of free, up to date information that you can use to develop yourself - being able to record everything you do makes tracking your learning really easy.

Emma Dudley
Carradale Primary School



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