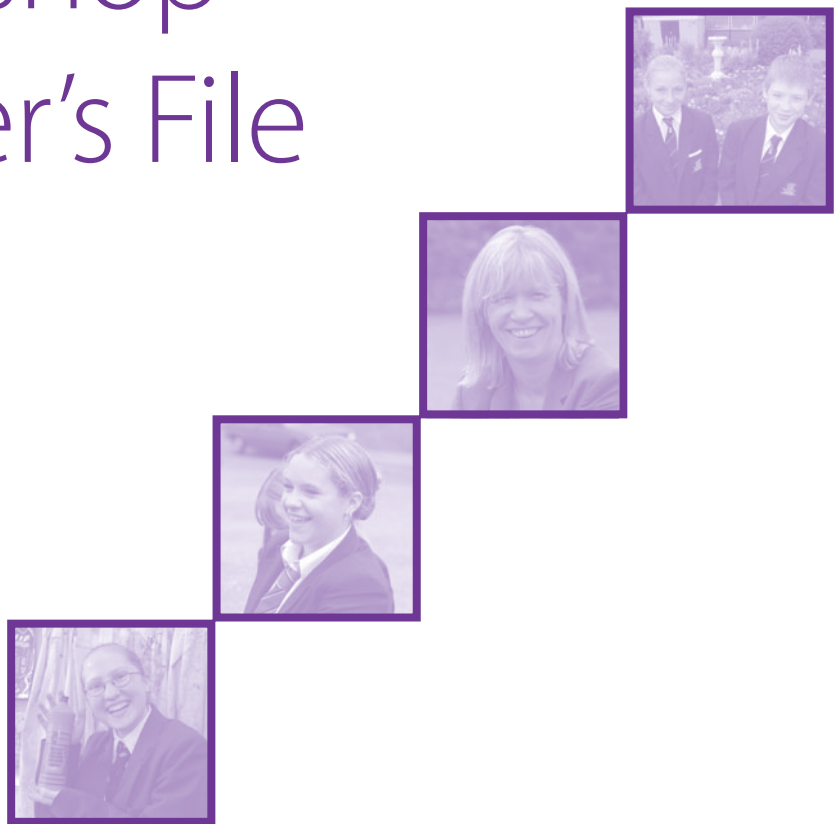


Managing the Improving Department

Workshop Leader's File



department for

education and skills

creating opportunity, releasing potential, achieving excellence

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Annexes

A Departmental Audit

B Handouts

This workshop was developed by Sandwell and Derbyshire LEA.

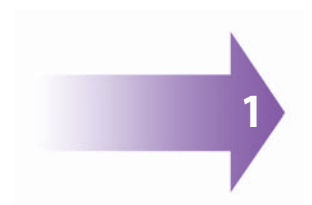
It has been trialled with schools in receipt of the Leadership Incentive Grant within Sandwell LEA.

Design, Development and Training Team:

Sheila Bainbridge – Derbyshire LEA

Susan Orlick – Sandwell LEA

Sue Thomas – Derbyshire LEA



Background Information

This resource pack contains all the process instructions and handouts necessary to run a two day event. The event should be delivered as a workshop not a taught course.

It was planned specifically not to include PowerPoint presentations, not focus attention on the workshop leaders and not ask participants to spend too much time listening, but rather in doing.

It is an opportunity for workshop participants to reflect on and evaluate their own experiences with peer subject leaders from other schools, and is intended to support the needs of subject leaders in schools in receipt of the Leadership Incentive Grant (LIG).

The workshop is designed to take place over two consecutive days with a pre-workshop task and an overnight activity.

This could be managed in shorter sessions but the sequencing of activity is important to the learning



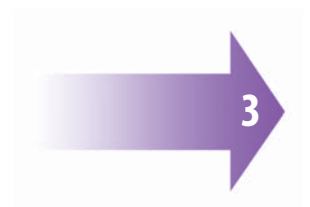
Aims of the Workshop

1. To develop the self-evaluative skills of subject leaders / middle managers.
2. To develop a set of self-review instruments.
3. To develop the skills of peer evaluation and assessment of subject leaders / middle managers.
4. To raise awareness of the essential leadership skills for effective subject leadership / middle management.
5. To use the self-review instruments to identify a planning and implementation process to raise attainment.
6. To support the implementation of raising attainment through the encouragement of line management responsibility and external consultancy.

Outcomes of the Workshop

Each participant will:

1. Have developed a self-review instrument that can be used by subject leaders / middle managers in schools.
2. Have completed a personal action plan.
3. Have gained a wider knowledge of a range of strategies to improve performance.
4. Developed their ability to produce an accurate self-evaluation that could inform completion of an Ofsted S4.



Trainer Responsibilities

- Try to ensure that equal numbers of subject leaders attend from each participating school.
- Aim to keep a balance between subjects and/or curriculum areas so that workshop participants can pair with a colleague with similar experiences.
- Ensure participants receive the departmental audit for peer review at least two weeks prior to the workshop.

School Responsibilities

- Nominate a member of the senior management team to act as a mentor to their school's workshop participants. The mentor should support the participant in completing the audit.
- Following the workshops they should support and track the progress made by their middle managers with tackling area identified for development.
- Ensure that the nominated participants will be able to benefit from the workshop because they have the confidence to work with colleagues in other schools and the willingness to learn from their peers.

Workshop Programme

Day 1: (suggested timings)

08.30 – 09.00	Coffee / tea available... Registration
09.00 – 09.30	Session 1 Introduction, Expectations
09.30 – 10.00	Session 2 What do you do as a subject leader / middle manager?
10.00 – 11.00	Session 3 Expectations of subject leaders / middle managers
11.00 – 11.20	Coffee
11.20 – 12.20	Session 4 What kind of department do you want to lead?
12.20 – 13.05	Lunch
13.05 – 14.40	Session 5 Peer review including debriefing and feedback
14.40 – 14.55	Tea
14.55 – 16.10	Session 6 Collecting evidence
16.10 – 16.15	Setting of overnight task.

Day 2: (suggested timings)

08.00 – 09.00	The workshop room will be available for participants who may find it more convenient to complete the task at this time
08.30 – 09.00	Coffee / tea available. Registration
09.00 – 09.50	Session 7 What are the characteristics of effective leadership?
09.50 – 10.35	Session 8 Peer review [continued] and prioritising issues to address
10.35 – 10.50	Coffee
10.50 – 11.50	Session 9 Moving teaching on from satisfactory to good [video evaluation]
11.50 – 12.30	Session 10 What are effective strategies to support the improvement of teaching from satisfactory to good?
12.30 – 13.30	Lunch
13.30 – 14.00	Session 11 Writing an individual teacher's plan for improving teaching
14.00 – 14.40	Session 12 Modelling challenging leadership situations
14.40 – 14.55	Tea
14.55 – 15.55	Session 13 Writing a personal action plan-
15.55 – 16.00	Evaluation – Workshop closes

Note: The Handout numbers refer to the session numbers. Some sessions do not require handouts.

Pre-Workshop Task

All participants should complete the 'Standards' and 'Teaching & Learning' sections of The Departmental Audit for Peer Review before Day 1. (See Annex A)

If you decide to complete the other two sections of the audit as well, you will not need to complete an overnight task between Day 1 and Day 2.

In completing the first three sections, you may be able to use information from your Key Stage 3 audit. It is suggested that participants should read an article by Alma Harris called 'Effective Subject Leadership. (See Handout 7a)

It will be helpful if your school-based mentor looks at the audit and discusses it with you prior to attending the workshop.

It will be helpful to bring the original audit as well as a photocopy.

