



1. Witness Capabilities

By way of explanation, an effective Catholic School Leader:

1. Builds Catholic school culture and community:

- articulates and models the school's vision/mission statement, ensuring that it is shared, understood and acted upon.
- discerns and enhances Catholic school identity (in line with the Diocesan preferred stance) personally and collaboratively, that informs school policies, practices and procedures
- commits to recontextualising the Catholic faith tradition in the local context through dialogue and the promotion of Post- Critical Belief.

2. Promotes the evangelising mission of the contemporary Church:

- through dialogue and action promotes a genuine spirit of welcome and hospitality.
- through dialogue and action promotes learning experiences that highlight the riches of other faiths and beliefs.
- models respect for the human dignity of all.

3. Develops and applies scriptural and theological understanding

- engages in opportunities to further scriptural and theological understandings with attendance to further study and personal enrichment.
- embeds Catholic Social Teaching in policies, procedures and communications with the school community.
- empowers staff to model and lead behaviours inspired by Gospel teachings.

4. Commits to a personal journey of faith:

- provides authentic witness to a journey of faith through word and action.
- participates in and promotes opportunities for prayer and liturgy that informs, forms and transforms.
- stewards resources in a responsible and accountable manner sharing them in justice and love.

5. Encourages others to develop in their own faith journey:

- supports members of the school community on their journey of faith.
- fosters partnership between parents, parish and school to support faith formation of members of the school community.
- promotes opportunities for prayer and liturgy that connect to everyday lives.



2. Personal Capabilities

By way of explanation, an effective Catholic School Leader:

1. **Is self-aware and reflective:**
 - balances the demands of family, community and personal life with work;
 - commits to personal growth and self- improvement aware of personal strengths and limitations
 - acts from a confident sense of self and with a clear set of values that aligns with Gospel teachings
2. **Cultivates and applies sound analysis and reasoning:**
 - Demonstrates high level skills of processing and discernment;
 - Collaborates with others and is open to receive and respond to the shared wisdom of the community
 - Applies intuition and practical wisdom in decision making
3. **Projects confidence, optimism & resilience:**
 - believes and acts from a clear vision;
 - maintains a positive outlook
 - demonstrates resilience in the face of adversity and views challenges and mistakes as opportunities for learning;
4. **Exemplifies honesty and integrity:**
 - is impelled and lives by values informed by Gospel teachings;
 - accepts the personal consequences of difficult choices and decisions;
 - applies ethical standards in line with the school vision to complex and contested situations
5. **Displays imagination and vision:**
 - imagines what the future could be;
 - articulates a personal sense of purpose and direction
 - communicates vision with moral purpose and influence



3. Relational Capabilities

By way of explanation, an effective Catholic School Leader:

1. Is relationally adept:

- builds mutually respectful and productive working relationships across the school community that ensures the wellbeing of all
- maintains an environment where all members of the school community feel accepted and valued
- asserts themselves appropriately

2. Builds a community of trust:

- demonstrates respect through authentic listening
- is open and authentic with agendas, motives and reasons
- creates an environment where risk-taking is supported and learning from mistakes is encouraged

3. Communicates with influence:

- displays open, informed, purposeful and meaningful communication with others
- allows for and competently engages in robust discourse around critical topics
- establishes norms/protocols for constructive debate about best practices

4. Engages in a positive collaborative working environment:

- promotes collective responsibility for decision making through effective use of protocols
- offers and accepts feedback aimed at promoting growth
- enhances collaboration by initiating strategies to improve relationships between teams and individuals

5. Is emotionally mature:

- keeps emotions in check
- recognises, understands and appreciates the way others feel
- deals openly with difference and tries to negotiate win-win (right-right) solutions



4. Professional Capabilities

By way of explanation, an effective Catholic School Leader:

1. Is contextually aware and responsive:

- shows an understanding of the wider context of education, the *Characteristics of a Highly Effective Catholic School* and of significant emerging challenges
- demonstrates leadership of change in a rapidly changing environment
- lives by professional codes of conduct and acts in ways that enhance the image of their profession

2. Inspires a collegial purpose and vision:

- articulates a vision that engenders hope and invites others to participate in communicating and implementing it in the day-to-day activities of the school
- seeks to embed and celebrate this vision in the goals, policies, programs, structures and operations of the school to ensure the learning and wellbeing of all
- encourages and supports professional collegial action and teamwork

3. Displays curriculum and pedagogical knowledge:

- uses research based best practice in learning and teaching to initiate whole school improvement in pedagogy and curriculum
- collaboratively builds rich and engaging learning environments for all
- uses authentic assessment for the improvement of student outcomes

4. Focuses on educational outcomes:

- is driven by a belief that every student is capable of being successful as a learner
- monitors and evaluates student learning and teacher effectiveness through strategic analysis and use of data
- uses appropriate feedback processes and evaluation results to improve learning and teaching

5. Engages in and supports professional learning:

- shows commitment to continuous growth and learning to build a *Performance and Development Culture*
- ensures staff engagement in professional learning that is informed by research-based best practice
- ensures professional learning informs and improves learning and teaching



5. Organisational Capabilities

By way of explanation, an effective Catholic School Leader:

1. Engages in strategic thinking

- responds to challenges with empathy, cultural sensitivity, confidence and foresight
- challenges key stakeholders to envision a dynamic future of hope and possibilities
- involves others in contributing to the process of shaping strategic direction, on an on-going basis, in line with the school's vision and mission

2. Enhances the school's organisational capacity

- responds to contemporary and future challenges
- creates adaptable and flexible organisational structures and processes to allow it to respond creatively and effectively to rapid and continuous change
- demonstrates the capacity to lead positive change

3. Builds a collective and collaborative culture

- focuses energies and talents on achieving high-quality performance and outcomes
- creates the conditions for teams to work collaboratively and interdependently
- engages teachers and students in planning and delivering quality learning experiences

4. Constructs creative designs for the use of people, time, space and technologies

- stewards the use of people, time, space and technologies to meet the learning and wellbeing needs of all
- matches the quantity, quality and combination of these resources to the needs and mix of students in a specific learning environment
- designs and maintains flexible, adaptable and technologically-smart physical learning spaces that promote and support effective learning environments

5. Demonstrates managerial aptitude and proficiency

- possesses and uses knowledge and competencies to steward people and resources in constructive and inspirational ways so as to achieve the purposes, goals and priorities of the school
- prepares budgets for areas of responsibility and employs responsible accounting procedures
- enacts policies and procedures that demonstrate system and legislative compliance and accountability such as a safe work and learning environment