

## Demonstrating leadership capabilities through managing curriculum changes

<b>Leadership Capability</b> <i>Curriculum leaders should be able to:</i>	<b>Examples of questions for planning</b>	
<b>Use data effectively</b> <ul style="list-style-type: none"> <li>• to set priority/development focus</li> </ul>	<ul style="list-style-type: none"> <li>- Did I use any external and/or internal data to identify the needs and the development priorities/focuses of the subject panel with respect to the latest updates of the English curriculum?</li> <li>- Did I review the effectiveness/sustainability of past/existing measures to conceptualise experiences of utilising different resources (e.g. EEG) to help promote English learning at my school?</li> </ul>	
<b>Propose concrete and workable actions</b> to inform how the development focus can be implemented	<i>Specific</i>	<ul style="list-style-type: none"> <li>- Did I set clear and specific objectives for the proposed measures in accordance with the latest updates of the English curriculum?</li> <li>- Did I spell out explicitly how the objectives set may be achieved (e.g. stages of implementation, teacher(s)-in-charge)?</li> <li>- Did I lay out clearly how the effect(s) of the proposed measures may be sustained?</li> <li>- Would the effects of the measures be beneficial to different groups of students so as to cater for their various needs?</li> <li>- Did I specify how the measures would achieve teachers' professional development?</li> <li>- Were there measures to ensure the sustainability of the activities?</li> </ul>
	<i>Measurable</i>	<ul style="list-style-type: none"> <li>- Did I define measurable and observable outcomes for the objectives?</li> </ul>
	<i>Aligned</i>	<ul style="list-style-type: none"> <li>- Did I plan for measures that align with the school goals/major concerns?</li> <li>- Were the measures aligned with the objectives set?</li> </ul>
	<i>Realistic</i>	<ul style="list-style-type: none"> <li>- Were the objectives and measures set achievable given the school context and within the specified use of the resources?</li> </ul>
	<i>Time-bound</i>	<ul style="list-style-type: none"> <li>- Was the schedule of implementation clearly spelt out in the plan?</li> </ul>
<b>Establish monitoring and evaluation mechanisms</b> to ensure	<ul style="list-style-type: none"> <li>- Did I define what targets/expected outcomes to achieve for the objectives set? Were those success criteria relevant to the objectives set?</li> </ul>	

<p>effective implementation of the plan</p>	<ul style="list-style-type: none"> <li>- Were the targets/expected outcomes measurable and observable in terms of quality and/or quantity?</li> <li>- Did I indicate the method of evaluation for each measure?</li> <li>- Did I specify when to collect evaluation data and who is/are responsible?</li> <li>- Did I conduct on-going evaluation with professional use of qualitative and quantitative data to promote evidence-based and reflective teaching practices?</li> </ul>
<p><b>Use resources effectively and/or strategically</b></p> <ul style="list-style-type: none"> <li>• to facilitate the implementation of the plan</li> <li>• to ensure the sustainability of the plan</li> </ul>	<ul style="list-style-type: none"> <li>- Have I considered the kind of resources, e.g. expertise from different stakeholders, funding, community support, available for deployment?</li> <li>- Did I consider combining different sources of funding to facilitate the achievement of goals and/or development of focuses?</li> <li>- Did I take into account my panel members' expertise/preference/workload and the nature of tasks when delegating duties?</li> <li>- Did I use the funding to create space for teachers to implement the plan and opportunities for enhancing professional growth as well as a sharing culture among teachers?</li> <li>- Did I ensure the sustainability of the impact of different measures by building up a systematic pool of experience and resources?</li> </ul>
<p><b>Communicate effectively with different parties</b> to enlist support and foster ownership</p>	<ul style="list-style-type: none"> <li>- Did I seek views and suggestions from colleagues regarding the use of the funding before deciding how to deploy the relevant resources?</li> <li>- Did I express ideas/thoughts clearly and systematically in the written plan?</li> <li>- Did I establish mechanisms for colleagues to provide feedback on the plan and respond appropriately?</li> <li>- Did I create opportunities for knowledge building and sharing in the panel to foster the professional development of the members and/or to prepare them for the future direction of the panel?</li> <li>- Did I recognise efforts and celebrate achievements timely and regularly?</li> </ul>