

# Professional Conversations

## Pre-Reading Workbook

### Quality Area 7 Leadership and Service Management

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## Welcome



Welcome to the **pre-reading component** that will compliment the professional conversations you have chosen to participate in for **Quality Area 7: Leadership and Service Management**, with the GoodStart Training College.

The information you review today will provide you with the key components of Quality Area 7 and start you on a journey of critical reflection to assist you in the process of ongoing quality improvement.

**It is critical to read this information before attending the professional conversation and it is advised that you note down any areas that you would like to further explore within the 3 hour conversation.**

## Outcomes and Learning Opportunity Structure



Participation in this learning opportunity is designed to support the implementation of Quality Area 7 '*Leadership and Service Management*' into your centres. At the completion of this learning opportunity you will have had the opportunity to explore Quality Area 7 (QA7) and critically discuss possible improvements to your daily work practices which would enable you to be a reflective practitioner within the QA7's key messages.

This learning opportunity is composed of three sections

1. **Pre-reading of the information related to Quality Area 7: Leadership and Service Management.**
2. **Participation in a 3 hour professional conversation facilitated by the GoodStart Training College to explore in depth Quality Area 7. This conversation will allow you to explore best practice to support QA7 and give you the opportunity to compose a personal action plan to support the implementation of these practices or improvements in your care environments.**
3. **Participation in a follow up 1 hour webinar professional conversation facilitated by the GoodStart Training College to support the implementation of your personal action plan.**



Please refer to the GoodStart Training College website for proposed times/dates/venues in your state.

## **Quality Area 7: Leadership and Service Management - An Introduction**



We will briefly review the key components of Quality Area 7 that you have already reviewed within your centre network meetings and pose a variety of reflective questions which you will be required to consider prior to participating in the Professional Conversation. These questions will form the basis of information that will be discussed during the conversation.

## About Quality Area 7: Leadership and Service Management – Review



*This quality area focuses on effective leadership and management of the service that contributes to quality environments for children’s learning and development. Well documented policies and procedures, well maintained records, shared values, clear direction and reflective practices enable the service to function as a learning community. Engagement with families in an ongoing cycle of planning and review creates the climate for authentic and sustainable improvement.*

### **Introduction**

*Effective leaders of education and care services are able to set direction and establish values for the service that reflect its context and professionalism. Effective leadership creates a positive organisational culture that values openness and trust; where people are motivated to ask questions, debate issues and contribute to each other’s ongoing learning and inquiry.*

*In order to do this well, leaders need in-depth content knowledge as well as a deep understanding and appreciation of children’s learning and development. They are clear about the purpose of early childhood education and care and school age care and have the skills to effectively communicate their goals and expectations.*

*Leadership is a relationship between people and the best leaders are those who are able to empower others to lead. They listen to differing views, recognise and address areas of potential conflict, and engage and manage teams through the change process.*

*The effective management of education and care services requires constant review for a changing environment. Managing for quality requires a wide range of skills and a thorough understanding of the education and care system, including standards and effective practice. Approved providers, nominated supervisors and service leaders must work in partnership to meet the expectations of a wide range of stakeholders.*

*To achieve the best outcomes for children and families, the approved provider needs to provide a skilled workforce, effective budgeting and financial accounting processes, sound administrative systems and a safe and healthy learning environment for children.*

(NQS Draft without prejudice,2010, p123)

## Standards and Elements - Review

Quality Area 7 contains:

- 6 standards and 18 elements

### **Standard 7.1 - Effective leadership promotes a positive organisational culture and builds a professional learning community.**

This standard contains two elements:

<b>Element 7.1.1</b>	<b>A suitably qualified leader and experienced educator leads the development of the curriculum and ensures the establishment of clear goals and expectations for teaching and learning.</b>
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<b>Element 7.1.2</b>	<b>There is continuity of educators at the service.</b>
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### **Standard 7.2 - There is a commitment to continuous improvement.**

This standard contains three elements:

<b>Element 7.2.1</b>	<b>A statement of principles is developed which guides all aspects of the service's operations.</b>
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<b>Element 7.2.2</b>	<b>An effective planning and evaluation process is in place that guides service operation and programs and enables the identification and delivery of ongoing improvement initiatives.</b>
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<b>Element 7.2.3</b>	<b>The induction of educators and staff is comprehensive.</b>
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### **Standard 7.3 - Management and administrative systems enable the effective provision of a quality service.**

This standard contains five elements:

<b>Element 7.3.1</b>	<b>Administrative systems and communication channels are established and maintained to ensure the effective operation of the service.</b>
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**Element 7.3.2** Service practices are based on effectively documented policies and procedures that are available at the service and reviewed regularly.

**Element 7.3.3** Records and information are stored to ensure confidentiality, are available from the service and maintained in accordance with legislative requirements.

**Element 7.3.4** Appropriate governance arrangements are in place to manage the service.

**Element 7.3.5** The authority/ies responsible for administering the Standard is/are notified about any relevant changes.

### **Standard 7.4 - Adults working with children and those engaged in management of the service are fit and proper.**

This standard contains three elements:

**Element 7.4.1** The provider, including managing bodies, any authorised supervisor/nominee engaged to be a manager demonstrates their fitness and propriety.

**Element 7.4.2** The provider takes reasonable steps to ensure the fitness and propriety of educators, coordinators and staff.

**Element 7.4.3** The provider takes reasonable steps to ensure the fitness and propriety of any adults who reside in or are frequent visitors to a home based service while children are in care.

### ***Standard 7.5 – Grievances and complaints are managed effectively.***

This standard contains two elements:

**Element 7.5.1** Processes are in place to ensure that all grievances and complaints are addressed, investigated fairly and documented in a timely manner.

**Element 7.5.2** The authority/ies responsible for administering the Standard is/are notified of complaints which allege a breach of legislation or a serious incident.

## **Standard 7.6 - Information is exchanged with families on a regular basis.**

This standard contains three elements:

**Element 7.6.1**                    **Current information about the service is available to families.**

**Element 7.6.2**                    **Information is available to families about their child which includes documentation of the child's learning, development and participation in the program.**

**Element 7.6.3**                    **Information provided by families is documented as appropriate.**

As you have already explored each of the standards and elements within Quality Area 7 in your centre network meeting, you will have already considered your thoughts and practices and how they impact within your own education and care setting for each of these standards and elements.

*For further information please refer to your Participants hand book.*

## **Professional Conversations – Reflection**



When you participate in your Quality Area 7 Professional Conversation you will participate in three individual Professional Conversations. Each of these conversations has been developed to encourage you to critically reflect on your own practices and what you could do to improve your workplace practices. For each conversation you will participate in, we have provided the reflective questions that you will explore, answer and come up with best practices that you can implement.

## Professional Conversation 1: What is leadership? What is Management?

*Consider and note down your thoughts on:*



*What is Leadership?*

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*What is the Difference between 'Management' and 'Leadership'?*

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## Professional Conversation 2: How can we be an effective Leader in our workplace environment?

*Consider and note down your thoughts on:*



What styles of Leadership may occur in your workplace?

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Can you see the benefits of Continuous Improvement and how it builds a professional learning community?

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### Professional Conversation 3: How can I manage my workplace more effectively?

*Consider and note down your thoughts on:*



What does an effectively managed workplace look like, feel like and sound like?

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## What are some methods of effective communication in your work environment?

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## References



“Draft Guide to the National Quality Standard Education and care services – centre-based and family day care, Phase two”, 2010

Now you have started considering your thoughts on the provided reflective questions you are ready to embark on the next stage of participating in your Professional Conversation with the GoodStart Training College.