



**CATHOLIC EDUCATION**  
Archdiocese of Canberra & Goulburn

LEADERSHIP  
CAPABILITY  
FRAMEWORK



## LEADERSHIP CAPABILITY FRAMEWORK – REQUIREMENTS AND CAPABILITIES

Catholic Leaders have an understanding of their capabilities through their development in the Leadership requirements: Vision and Values; Knowledge and Understanding; and Personal Qualities, Social and Interpersonal Skills.

Catholic Leaders have to be capable both as individuals and as professionals. The Catholic Education system in the Archdiocese of Canberra & Goulburn has identified sixteen core capabilities for Catholic Leaders, across the three Leadership Requirements. The table below lists these core capabilities and describes the behaviour of an individual who possesses each capability.

Individuals applying for a leadership position must include in their application, a written reflection on each of the core capabilities. It is important that in their presentation applicants cite examples that give evidence of each of the capabilities in their own leadership. As a guide, applicants should provide no more than four A4 pages in their response

Leadership Requirements	Capability	Capability Definition	Supports success in these Leadership Practices
Vision and Values	Articulates visionary leadership	Develops and can clearly articulate their vision of Catholic Education in their context.	Leading teaching and learning Developing self and others Leading improvement, innovation and change Leading the management of the school Engaging and working with the community
	Is guided by values based Catholic leadership	Approach to leadership is guided by a Catholic world view and characterised by the foundational values of moral purpose, fairness, human dignity, ethical practice, and lifelong learning. Reflects upon these values when making decisions.	Leading teaching and learning Developing self and others Leading improvement, innovation and change Leading the management of the school Engaging and working with the community



Leadership Requirements	Capability	Capability Definition	Supports success in these Leadership Practices
Knowledge and Understandings	Is Committed to Continual Improvement	Keeps up to date with contemporary leadership practices. Applies this knowledge to continual improvement in their school or system context, embracing risk and innovation.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> </ul>
	Demonstrates Sound Analysis	Analyses current context and applies learning and research to ensure the most effective outcome.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Leading improvement, innovation and change</li> <li>· Leading the management of the school</li> </ul>
	Ensures Legislative and Policy Accountabilities	Is appropriately qualified and understands relevant legislations and policies including child safety, health and wellbeing, human resource management, and financial management and accountability. Ensures these are appropriately implemented across their areas of responsibility.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Leading improvement, innovation and change</li> <li>· Leading the management of the school</li> </ul>
	Delivers Quality Outcomes	Focuses on delivering outcomes of a high standard. Works in an organised and quality focused manner, ensuring a planned approach.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Leading improvement, innovation and change</li> <li>· Leading the management of the school</li> </ul>



Leadership Requirements	Capability	Capability Definition	Supports success in these Leadership Practices
	Deals Effectively with Change	Facilitates change within the school and community by addressing resistance and supporting others to embrace the changes.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Leading the management of the school</li> <li>· Engaging and working with the community</li> </ul>
Personal Qualities, Social and Interpersonal Skills	Displays Emotional Awareness	Identifies and manages the emotions of themselves and others. Displays empathy when leading and managing their school and community.	<ul style="list-style-type: none"> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Engaging and working with the community</li> </ul>
	Demonstrates Personal Wellbeing and Resilience	Ensures personal wellbeing and remains positive and focused on leading and managing their school and community when faced with disappointments and setbacks.	<ul style="list-style-type: none"> <li>· Developing self and others</li> <li>· Leading the management of the school</li> <li>· Engaging and working with the community</li> </ul>
	Self-reviews and Adapts	Ensures personal growth and reviews their practice regularly. Adapts their leadership and management approach to suit the situation.	<ul style="list-style-type: none"> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Engaging and working with the community</li> </ul>
	Resolves Conflict Effectively	Proactively addresses conflict, using ethical practices and social skills to deal with conflict effectively.	<ul style="list-style-type: none"> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Engaging and working with the community</li> </ul>
	Facilitates Positive Relationships	Facilitates positive working relationships across relevant groups, including teachers, parents, students and the community. Relates well to people at all levels.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Developing self and others</li> <li>· Leading the management of the school</li> <li>· Engaging and working with the community</li> </ul>



Leadership Requirements	Capability	Capability Definition	Supports success in these Leadership Practices
	Creates a Positive Learning Culture	Creates a positive learning culture for students, staff and community.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Engaging and working with the community</li> </ul>
	Guides and Mentors Others	Provides others with clear direction and performance expectations. Monitors and addresses performance, providing guidance and mentoring.	<ul style="list-style-type: none"> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Leading the management of the school</li> </ul>
	Communicates with Influence	Conveys message in a way that it is received and understood by someone in exactly the way intended. Listens to gain the full meaning of what is being said by others. Inspires and influences others to support their key messages.	<ul style="list-style-type: none"> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Engaging and working with the community</li> </ul>
	Takes Responsibility for Personal and Professional Accountability	Displays full commitment to their role and encourages others to do the same. Takes responsibility for their school's performance and outcomes. Supports others to take responsibility for their role and performance outcomes.	<ul style="list-style-type: none"> <li>· Leading teaching and learning</li> <li>· Developing self and others</li> <li>· Leading improvement, innovation and change</li> <li>· Leading the management of the school</li> <li>· Engaging and working with the community</li> </ul>



**CATHOLIC EDUCATION**

Archdiocese of Canberra & Goulburn

ISSN MAY 2016