EDUCATION MANAGEMENT COMPETENCE FRAMEWORK (WALES)

An Overview

KEY PURPOSE

Create and maintain a framework and culture in which individual learners can strive to realise their full potential throughout their lives. This will be achieved by initiating and fostering active partnerships within a local democracy representing the interests of, and providing accountability to, local communities, and recognising the distinctive dimension of Wales.

A Policy and planning

Within the authority's corporate agenda, develop, maintain, promote and gain agreement to the vision, culture and strategic direction of education services

B Improving standards

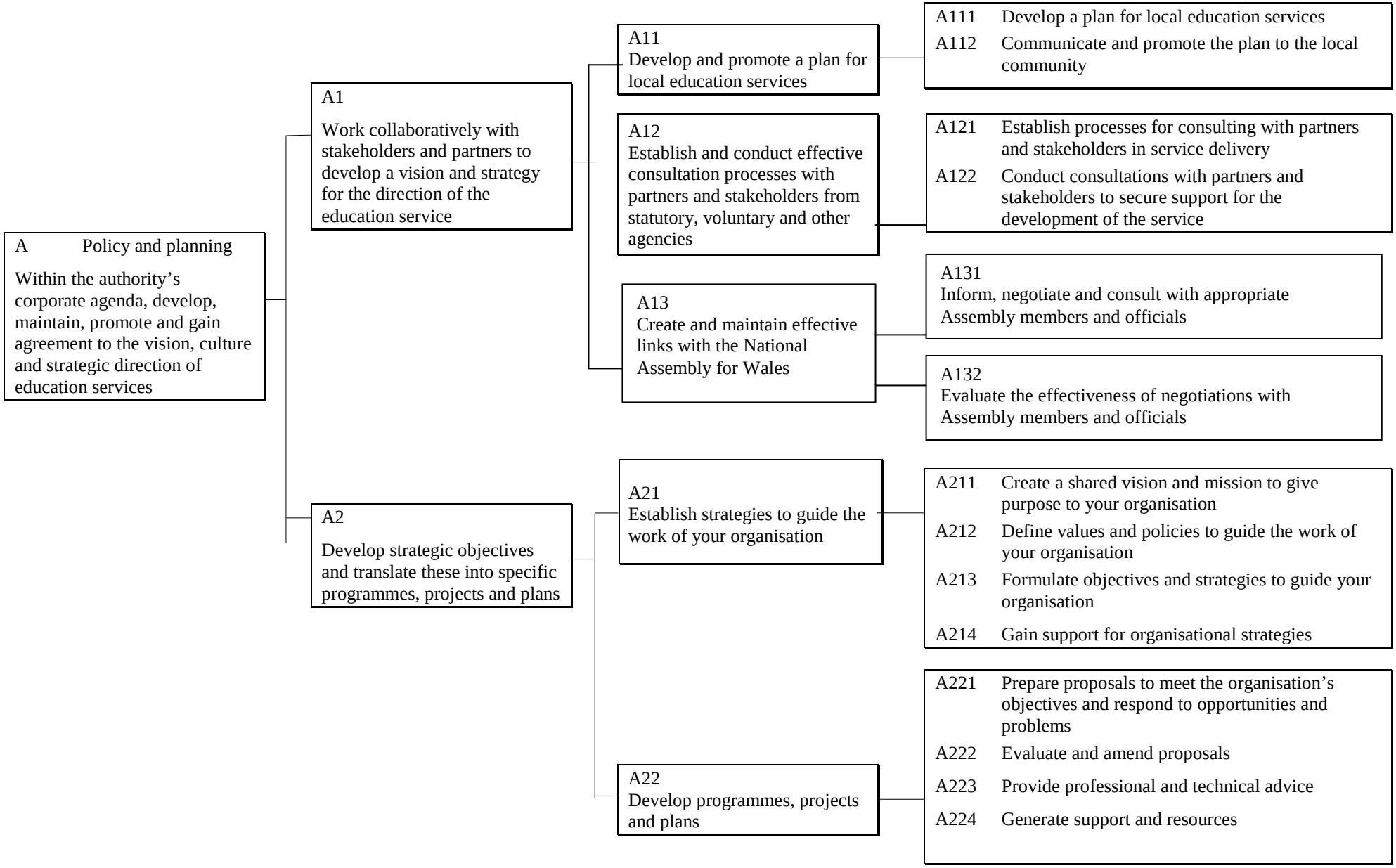
Provide a framework to enable continuous improvement and evaluation of standards of education service delivery and of service providers to facilitate individuals in achieving their potential

C Service provision

Contribute to the development, delivery and evaluation of efficient education services, in partnership and alone, which meet the needs of learners, stakeholders and the community

D Management and administration

Manage and evaluate systems and resources to provide efficient and on-going education services


A Policy and planning
Within the authority's corporate agenda, develop, maintain, promote and gain agreement to the vision, culture and strategic direction of education services
A1
Work collaboratively with stakeholders and partners to develop a vision and strategy for the direction of the education service
A11
Develop and promote a plan for local education services
A111 Develop a plan for local education services
A112 Communicate and promote the plan to the local community
A12
Establish and conduct effective consultation processes with partners and stakeholders from statutory, voluntary and other agencies
A121 Establish processes for consulting with partners and stakeholders in service delivery
A122 Conduct consultations with partners and stakeholders to secure support for the development of the service
A13
Create and maintain effective links with the National Assembly for Wales
A131
Inform, negotiate and consult with appropriate Assembly members and officials
A132
Evaluate the effectiveness of negotiations with Assembly members and officials
A2
Develop strategic objectives and translate these into specific programmes, projects and plans
A21
Establish strategies to guide the work of your organisation
A211 Create a shared vision and mission to give purpose to your organisation
A212 Define values and policies to guide the work of your organisation
A213 Formulate objectives and strategies to guide your organisation
A214 Gain support for organisational strategies
A22
Develop programmes, projects and plans
A221 Prepare proposals to meet the organisation's objectives and respond to opportunities and problems
A222 Evaluate and amend proposals
A223 Provide professional and technical advice
A224 Generate support and resources

A225 Negotiate agreement for programmes, projects and plans

A Policy and planning

Within the authority's corporate agenda, develop, maintain, promote and gain agreement to the vision, culture and strategic direction of education services

A3

Develop and evaluate measures to improve organisational performance

A31

Evaluate and improve organisational performance

A311 Develop measures and criteria to evaluate your organisation's performance

A312 Evaluate your organisation's performance

A313 Explain the causes of success and failure in organisational strategies

A32

Review external and internal operating environments

A321 Analyse the organisation's external operating environment

A322 Evaluate competitors and collaborators

A323 Develop effective relationships with stakeholders

A324 Review the organisation's structures and systems

B Improving standards

Provide a framework to enable continuous improvement and evaluation of standards of education service delivery and of service providers to facilitate individuals in achieving their potential

B1

Challenge performance

B11

Collect, analyse and communicate performance data

B111 Research information on the performance of the organisation, schools and other service providers

B112 Analyse, produce reports on, and communicate performance data

B12

Challenge performance and negotiate targets for improvement

B121 Use performance data to address areas for improvement

B122 Negotiate and agree targets for improvement with learning organisations and other stakeholders

B2

Support the enhancement of standards in lifelong learning

B21

Contribute to learning organisations' internal capacity for success

B211 Identify and facilitate the support required by learning organisations

B212 Monitor and evaluate learning organisations' progress

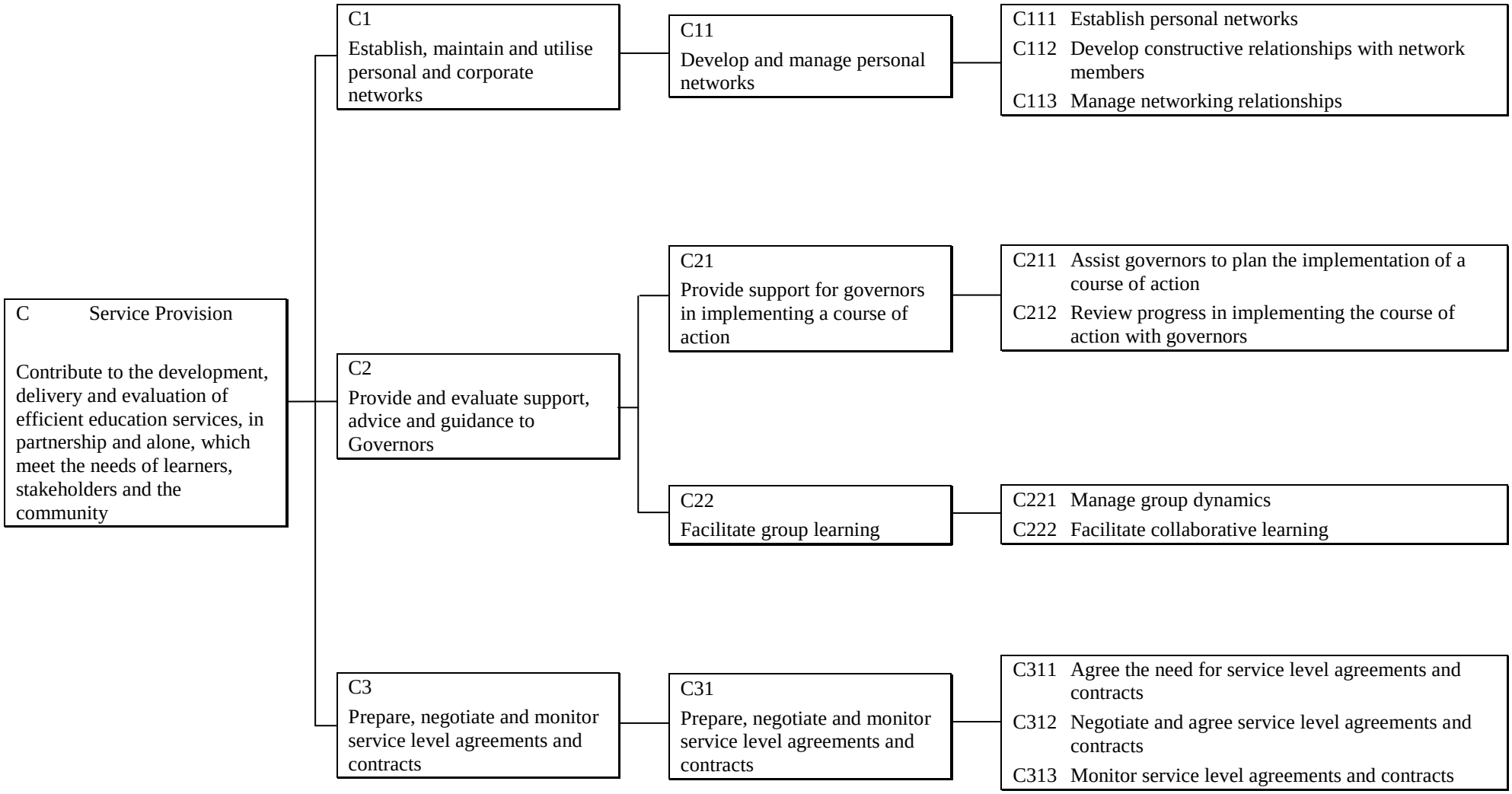
B22

Devise a plan for implementing an organisation's training and development objectives

B221 Select options for implementing training and development objectives

B222 Develop a training and development implementation plan

B223 Prepare the implementation of the plan

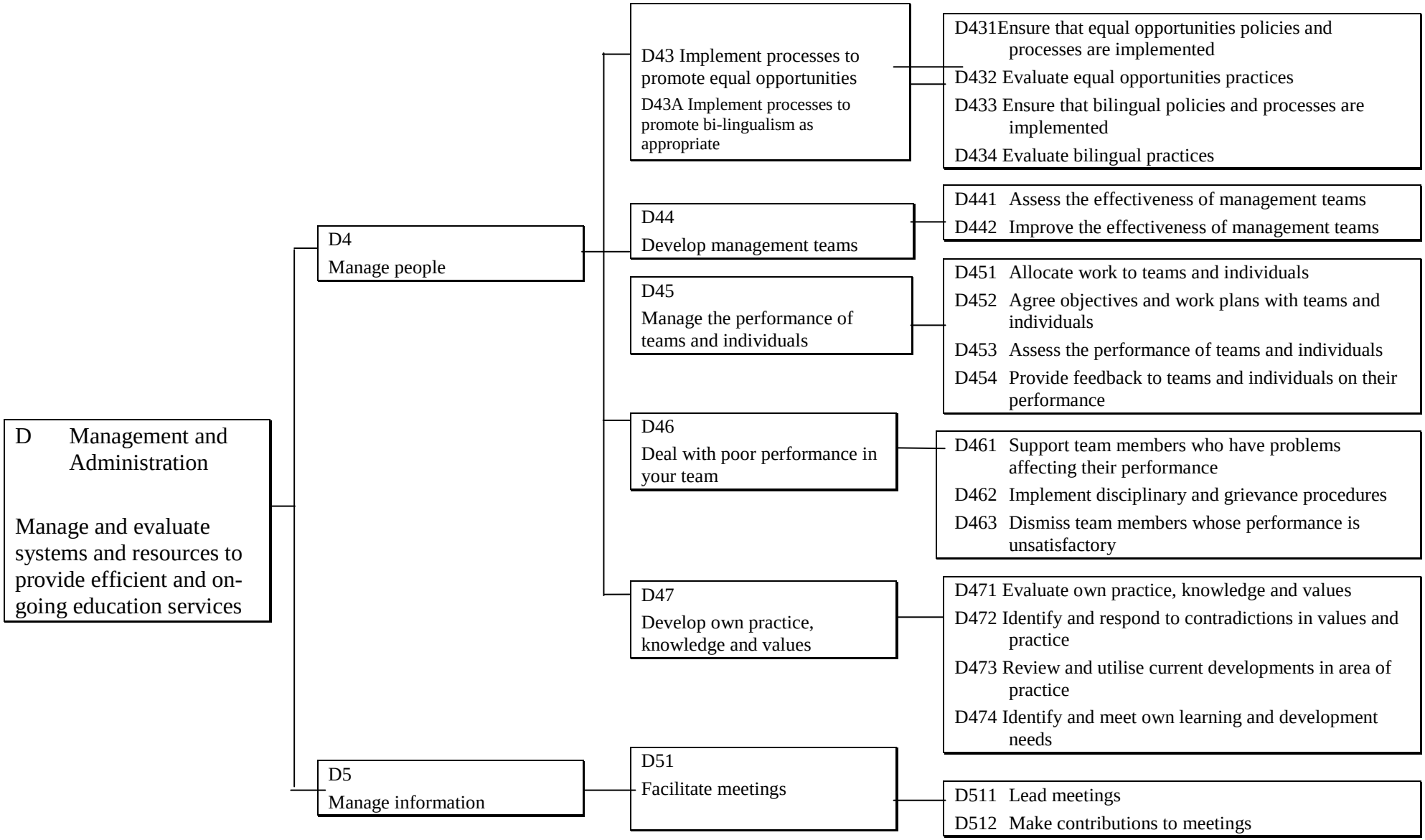

C Service Provision
Contribute to the development, delivery and evaluation of efficient education services, in partnership and alone, which meet the needs of learners, stakeholders and the community
C1
Establish, maintain and utilise personal and corporate networks
C11
Develop and manage personal networks
C111 Establish personal networks
C112 Develop constructive relationships with network members
C113 Manage networking relationships
C2
Provide and evaluate support, advice and guidance to Governors
C21
Provide support for governors in implementing a course of action
C211 Assist governors to plan the implementation of a course of action
C212 Review progress in implementing the course of action with governors
C22
Facilitate group learning
C221 Manage group dynamics
C222 Facilitate collaborative learning
C3
Prepare, negotiate and monitor service level agreements and contracts
C31
Prepare, negotiate and monitor service level agreements and contracts
C311 Agree the need for service level agreements and contracts
C312 Negotiate and agree service level agreements and contracts
C313 Monitor service level agreements and contracts

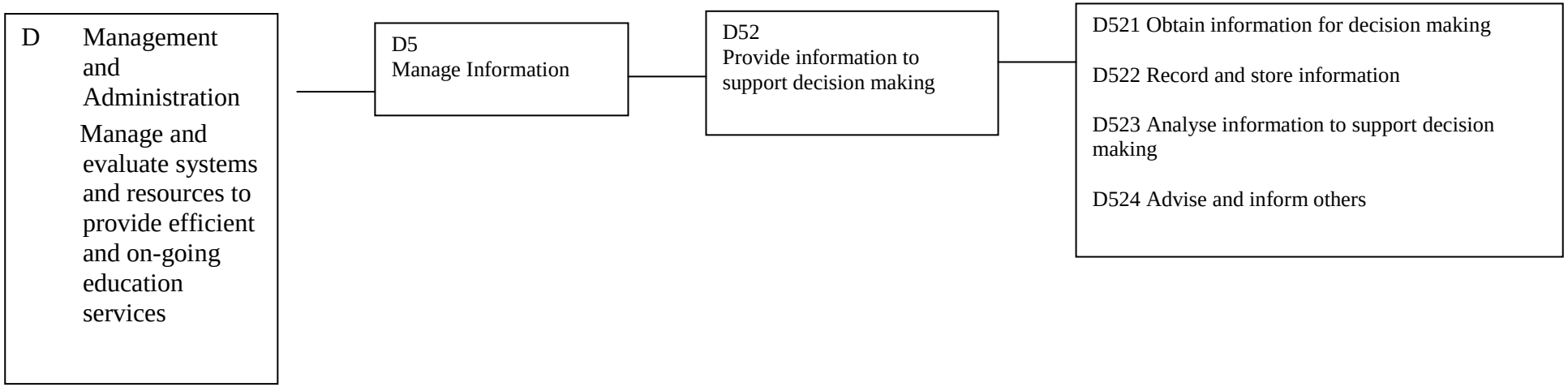
D Management and Administration

Manage and evaluate systems and resources to provide efficient and on-going education services

- **D1** Acquire, deploy and manage physical and financial resources
  - **D11** Secure financial resources for your organisation's plans
    - D111 Review the generation and allocation of financial resources
    - D112 Evaluate proposals for expenditure
    - D113 Obtain financial resources for your organisation's activities
  - **D12** Determine the effective use of resources
    - D121 Make proposals for expenditure on programmes of work
    - D122 Agree budgets for programmes of work
    - D123 Control expenditure and activities against budgets
  - **D13** Manage the use of physical resources
    - D131 Plan the use of physical resources
    - D132 Obtain physical resources
    - D133 Ensure the availability of supplies
    - D134 Monitor the use of physical resources
- **D2** Manage and evaluate the activities of the organisation
  - **D21** Manage activities to meet customer requirements
    - D211 Agree customer requirements
    - D212 Plan activities to meet customer requirements
    - D213 Maintain a healthy, safe and productive working environment
    - D214 Ensure products and services meet customer requirements
  - **D22** Manage change in organisational activities
    - D221 Identify opportunities for improvement in activities
    - D222 Evaluate proposed changes for benefits and disadvantages
    - D223 Plan the implementation of change in activities
    - D224 Agree the introduction of change
    - D225 Implement change in activities
  - **D23** Manage the running of projects
    - D231 Lead the project team
    - D232 Monitor and adjust activities, resources and plans
    - D233 Develop solutions to project problems
    - D234 Maintain communication with project stakeholders

- **D Management and Administration**
  Manage and evaluate systems and resources to provide efficient and on-going education services
  - **D3** Manage and evaluate systems and procedures to support the achievement of the organisation's objectives
    - **D31** Plan and design systems and procedures to meet organisational needs
      - D311 Identify the needs of the organisation for systems and procedures
      - D312 Design and agree systems and procedures to meet organisational needs
    - **D32** Implement, evaluate and improve organisational systems and procedures
      - D321 Organise the implementation of systems and procedures
      - D322 Evaluate the effectiveness of systems and procedures, and identify opportunities for improvement
    - **D33** Ensure service delivery complies with organisational policy, procedures and legal requirements
      - D331 Communicate to people the importance of compliance with organisation policy and legal requirements
      - D332 Implement processes for monitoring and ensuring compliance with organisational policy, procedures and legal requirements
      - D333 Monitor and evaluate the extent of compliance with organisation policy, procedures and legal requirements
  - **D4** Manage people
    - **D41** Select personnel for activities
      - D411 Identify personnel requirements
      - D412 Select required personnel
    - **D42** Develop teams and individuals to enhance performance
      - D421 Identify the development needs of teams and individuals
      - D422 Plan the development of teams and individuals
      - D423 Develop teams to improve performance
      - D424 Support individual learning and development
      - D425 Assess the development of teams and individuals
      - D426 Improve the development of teams and individuals


D Management and Administration
Manage and evaluate systems and resources to provide efficient and on-going education services
D4
Manage people
D5
Manage information
D43 Implement processes to promote equal opportunities
D43A Implement processes to promote bi-lingualism as appropriate
D44
Develop management teams
D45
Manage the performance of teams and individuals
D46
Deal with poor performance in your team
D47
Develop own practice, knowledge and values
D51
Facilitate meetings
D431 Ensure that equal opportunities policies and processes are implemented
D432 Evaluate equal opportunities practices
D433 Ensure that bilingual policies and processes are implemented
D434 Evaluate bilingual practices
D441 Assess the effectiveness of management teams
D442 Improve the effectiveness of management teams
D451 Allocate work to teams and individuals
D452 Agree objectives and work plans with teams and individuals
D453 Assess the performance of teams and individuals
D454 Provide feedback to teams and individuals on their performance
D461 Support team members who have problems affecting their performance
D462 Implement disciplinary and grievance procedures
D463 Dismiss team members whose performance is unsatisfactory
D471 Evaluate own practice, knowledge and values
D472 Identify and respond to contradictions in values and practice
D473 Review and utilise current developments in area of practice
D474 Identify and meet own learning and development needs
D511 Lead meetings
D512 Make contributions to meetings


D Management and Administration
Manage and evaluate systems and resources to provide efficient and on-going education services
D5
Manage Information
D52
Provide information to support decision making
D521 Obtain information for decision making
D522 Record and store information
D523 Analyse information to support decision making
D524 Advise and inform others