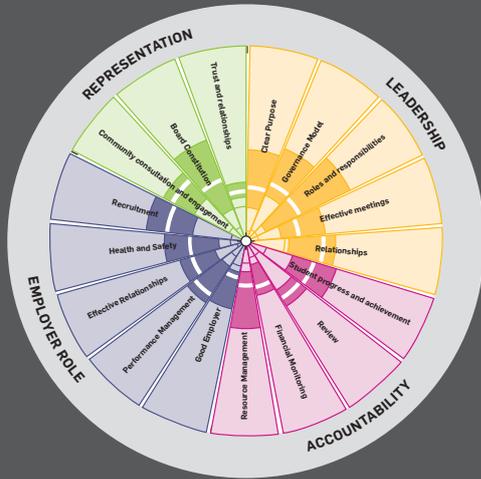# The governance professional development pathway

NZSTA offers a comprehensive governance professional development learning pathway – this will allow you to gain the essential knowledge you need to be an effective board member. The pathway will guide you through the required learning enabling you to contribute fully to your board's work.

The pathway will guide you through each level of learning ensuring that the four critical aspects of governance are included.

The governance professional development pathway is made up of three levels of knowledge and practice.

Emerging Level One **Developing Level Two** **Intergrated Level Three**
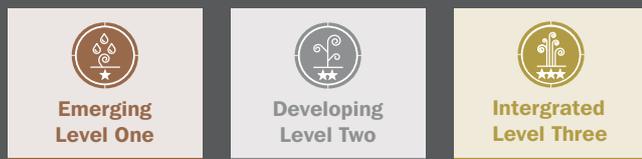
You will now be recognised for undertaking professional development

You can earn badges by completing assessments for each topic, with an overall level badge awarded by collecting all the compulsory topic badges.

Certificates are also available to confirm attendance at a course or for completing an online module.

LMS WEBSITE ADDRESS
https://nzsta-lms.force.com

Level One – Emerging
Little or no knowledge/experience
I have more to learn

- Governance Essentials 1 & 2
- Welcome aBoard
- Governance Essentials: State Integrated Schools
- Haepapa: Effective Governance in a Māori-Medium Setting
- Role of the Student Trustee
- Role of the Staff Trustee
- Vulnerable Children Act: Ensuring the Health and Wellbeing of Children
- Implementing a Work Health and Safety Culture: Health and Safety (Part 2)
- Health and Safety at Work Act: Health and Safety (Part 1)
- Student Achievement: The Board's Main Focus

Level Two – Developing
Stronger knowledge/experience
My contribution is becoming stronger

- Employer Role: The Board's Responsibilities as an Employer
- Your Community: Engagement, Concerns and Complaints
- The Board's Governance Framework
- Treaty of Waitangi
- Student Discipline: The board's role in effective stand downs and suspension process
- Principal Performance Management
- Effective Financial Governance (Part 1)

Level Three – Integrated
Extensive knowledge/experience
I contribute fully to the work of the board

- Leading an Effective Board
- Charter Review
- Reviewing School Performance
- Principal Appointment
- Effective Finance Governance (Part 2)
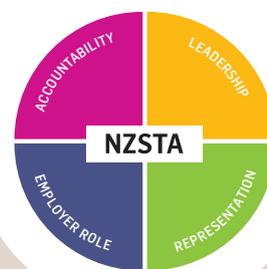- Succession Planning

Key definitions ›

Level One – Emerging

Little or no knowledge/experience
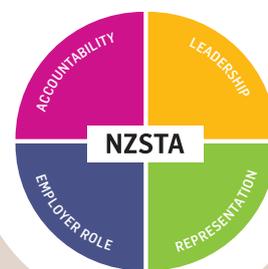I have more to learn

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NZSTA

ACCOUNTABILITY | LEADERSHIP
EMPLOYER ROLE | REPRESENTATION

Course name	Summary	Learning objectives
Governance Essentials 1 & 2 [F2F] **C**	Governance Essentials is designed to offer 'first steps' for new trustees in their key roles and responsibilities. Participants will explore the make-up and essential roles of the board, key legislation, the required focus on student achievement and their own role as an effective trustee.	Participants will gain an understanding of the: • Governance and management partnership • Make-up of the board • Key expectations of trustees • National Education Guidelines • Government identified priority groups of learners • Board's key governance, planning, review and evaluation documentation
Welcome aBoard [Online Governance Essentials 1 & 2] **C**	Welcome aBoard is targeted at newly elected trustees, and returning trustees requiring a refresher, to understand the board's governance role, its obligations to students, and its primary focus on raising student achievement for all students.	Participants will gain an understanding of the: • Key relationships and connections within the board, school, community and wider education sector • Governance role of the board and the management role of the principal • Board's accountability for student achievement outcomes and in particular for Maori and Pasifika students and students with special education needs • Board's key governance, planning and review documentation
Governance Essentials: State Integrated Schools [F2F] **CIS**	The aim of this course is to assist trustees to develop their understanding of governance and management in a state integrated context. The module is designed predominantly for new trustees but could be used as a refresher for all trustees in state integrated schools.	Participants will gain an understanding of the: • Make-up and responsibilities of the board • Implications of the Private Schools Conditional Integration Act 1975 on school governance • Importance of building effective relationships with key stakeholders • Processes for planning, evaluation and reporting in an integrated school context
Haepapa: Effective Governance in a Māori-Medium Setting [F2F] [Online] **CMM**	Haepapa: *Effective governance in a Māori medium setting* course has been created to support the role of a trustee working in Māori medium Level 1 and 2, immersion, bilingual units, Kura ā-iwi and will also assist trustees working in kura kaupapa Māori and other schools with a high proportion of Māori students.	Participants will gain an understanding of the: • Composition of the board, their roles and relationships • Difference between the governance role of the board and the management role of the principal • Key aspects of how to work effectively within a kaupapa Māori framework • Relationships between, and important place of whanau, iwi, hapu and the community voice of the board – mana Māori motuhake, mana orite • Ways to improve Māori student achievement

Level One – Emerging

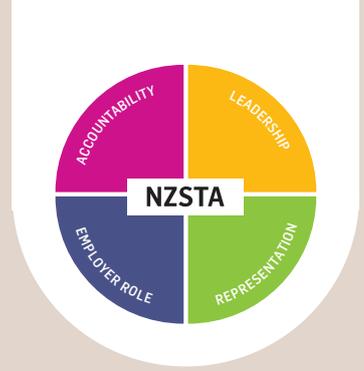Little or no knowledge/experience
I have more to learn

Course name	Summary	Learning objectives
Role of the Student Trustee [F2F] CST ★	This course is targeted at newly elected student trustees. It aims to develop student elected trustees' ability to contribute to effective governance through understanding their role and responsibilities as trustees.	Participants will gain an understanding of the: • Roles and responsibilities of trustees, in particular the differences between governance and management • Board's leadership and decision-making role and the important role of student trustees • Requirements of working as an effective member of a team • Issues that may arise and ways to handle them
Role of the Staff Trustee [F2F] CST ★	This course is targeted at staff trustees or those trustees looking for a better understanding of this role. The course aims to develop staff elected trustees' ability to contribute to effective governance through understanding their role and the responsibilities of trustees.	Participants will gain an understanding of the: • Roles and responsibilities of the board including legal requirements • Staff trustee's role in relation to other members of the board and staff • Issues unique to staff trustees and developing strategies for managing them
Vulnerable Children Act: Ensuring the Health and Wellbeing of Children [F2F] [Online] C ★	The Vulnerable Children Act 2014 has a number of implications for boards of trustees and school management. This course covers: the Vulnerable Children Act and what it means for boards, the importance of effective child protection policies, procedures, safety checking and safe working practices.	Participants will gain an understanding of the: • Provisions of the Vulnerable Children Act and its relevance to the compulsory education sector • Mandatory requirements for schools including child protection policies and safety checking • Required response to and reporting on child abuse and neglect
Implementing a Work Health and Safety Culture: Health and Safety (Part 2) [F2F] C ★	This course follows on from Health and Safety Part One online module and will cover how to put in place the health and safety systems and processes that support the implementation of a health and safety culture at your school.	Participants will gain an understanding of the: • Roles, responsibilities and relationships of the board in order to implement a work health and safety culture • Health and safety systems that support the implementation of the health and safety culture • Identification of what the next steps are to improve the work & health culture.
Health and Safety at Work Act: Health and Safety (Part 1) [Online] C ★	The purpose of the Health and Safety module is to assist board members to understand the changes to health and safety legislation effective from 4th April 2016.	Participants will gain an understanding of the: • Purpose of the Health and Safety at Work Act • Impact of the changes • Ways to assure yourself as a board member that the school is compliant with the new requirements

Level One – Emerging

Little or no knowledge/experience
I have more to learn

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NZSTA

ACCOUNTABILITY · LEADERSHIP · EMPLOYER ROLE · REPRESENTATION

Course name	Summary	Learning objectives
Student Achievement: The Board's Main Focus [F2F] [Online]	This course covers the board's responsibility for student achievement, what good student achievement reporting looks like and how to set and review student achievement targets.	Participants will gain an understanding of the: • Board's responsibilities for student progress and achievement • Good practice reporting • Use of data for effective governance

Level Two – Developing

Stronger knowledge/experience
My contribution is becoming stronger

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NZSTA

Course name	Summary	Learning objectives
Employer Role: The Board's Responsibilities as an Employer [F2F] [Online]	The board is the employer of all staff at the school and is responsible for a range of decisions and tasks that arise during the employment relationship. This involves ensuring there are policies, plans and programmes to meet all requirements related to this role.	Participants will gain an understanding of the: • Board's employer role • Board's accountabilities as an employer • Appointments process • Process for managing staff concerns and complaint • Process for the performance management of the principal
Your Community: Engagement, Concerns and Complaints [F2F] [Online]	This workshop looks at the board's role in engaging its community in supporting student achievement through effective communication and involvement. It also explores good practice in managing concerns and complaints and the key aspects of developing an engagement plan.	Participants will gain an understanding of the: • Effective forms of engagement and communication • Key aspects of developing an engagement plan • Good practice in handling concerns and complaints • Principles of natural justice
The Board's Governance Framework [F2F]	This course looks at governance and policy frameworks that ensure that the board's model of governance is implemented effectively and the principal has clear board expectations for day to day management of the school.	Participants will gain an understanding of the: • Examples of governance models • Ways to establish your board's governance model • Effective policy framework and what it looks like • Process for reviewing your policy framework
Treaty of Waitangi [F2F]	Many boards want to move beyond simplistic acknowledgement of the Treaty to practices that are evidence based and culturally responsive. This course offers trustees an overview of the Treaty articles in the context of education. It covers the Treaty of Waitangi as a strategic planning document, NZSTA governance principles and how honourable governance can enable Māori students to succeed academically, culturally, spiritually, socially and emotionally.	Participants will gain an understanding of the: • Treaty of Waitangi as a strategic planning document • NZSTA governance principles and how honourable governance can enable Māori students to succeed academically, culturally, spiritually, socially and emotionally • Up-to-date evidence on what contributes to "Māori students achieving educational success as Māori"
Student Discipline: The Board's Role in Stand Downs and Suspensions [F2F] [Online]	This course is designed to empower board members to make appropriate suspension decisions and to support trustees to follow the correct procedure for every student suspension. Participants will also be taken through the key aspects of student discipline, the board's student discipline cycle and the board's required documentation.	Participants will gain an understanding of the: • Purpose of the student stand downs, suspensions, exclusions and expulsions legislation • Board's student discipline cycle • Board's required documentation • Identification of additional information that may be considered when making a suspension decision

Level Two – Developing

Stronger knowledge/experience
My contribution is becoming stronger

LMS WEBSITE ADDRESS – https://nzsta-lms.force.com

Course name	Summary	Learning objectives
Principal Performance Management [F2F] [Online]	This course will outline the board's responsibilities for performance management including how to develop a performance agreement, the process for conducting an annual performance review and what a good performance management policy looks like.	Participants will gain an understanding of the: • Board's role in performance management • Elements of a good policy and process • Key people involved in performance management and explain what their roles are • Purpose and benefits of performance management
Effective Financial Governance (Part 1) [F2F]	All trustees need a basic understanding of the board's role in governing school finances. This course provides an overview including relevant legislation, linking finances to the strategic plan, roles and responsibilities, policies and procedures, budgets and reporting.	Participants will gain an understanding of the: • Overview of board responsibilities including relevant legislation, strategic plan links • Practical approach to what you need to know as a trustee • Roles and responsibilities of governance and management of school finances • Financial reporting requirements

Level Three – Integrated

Extensive knowledge/experience
I contribute fully to the work of the board

LMS WEBSITE ADDRESS – https://nzsta-lms.force.com

NZSTA

ACCOUNTABILITY LEADERSHIP EMPLOYER ROLE REPRESENTATION

Course name	Summary	Learning objectives
Leading an Effective Board [F2F]	Whether you are an experienced, newly appointed or potential board chair, this course will cover the things you need to know as you lead the board effectively. Board chairs will recognise the critical position they hold through gaining a better understanding of their role and responsibilities, particularly in relation to student achievement outcomes and the legislative requirements relating to the chair role.	Participants will gain an understanding of the: • Legislative requirements relating to the chair role • Factors that contribute to an effective chair • Critical relationships involving the board chair • Importance of running effective board meetings with sound processes and documentation • Importance of planning the board's work
Charter Review [F2F] [Online]	The charter should be the basis of all school decision making and a vital tool in improving student achievement outcomes. This course provides information on the key aspects of charter review, what an effective school charter should contain and the board's planning and reporting process.	Participants will gain an understanding of the: • Importance of school planning and reporting • Key elements of what an effective school charter should contain • Process for charter review • Key aspects of effective reporting and what it covers
Reviewing School Performance [F2F]	What is self-review? How can we as a board deliberately plan to measure school performance? This course covers the elements we need to review, how to monitor progress, the need to plan for ongoing review within our board meeting structure and where this fits within ERO expectations.	Participants will gain an understanding of the: • Elements we need to review • Need to monitor progress and how we can do this • Need to plan for ongoing review within our board meeting structure • Where this fits within ERO expectations
Principal Appointment [Online]	This module will give participants an overview of the board's responsibilities in recruitment under the law and as an employer and the key steps in planning and coordinating the recruitment and selection process.	Participants will gain an understanding of the: • Board's responsibility in recruiting under the law and as the employer • Key steps in planning and coordinating the recruitment and selection process • Robust processes required to assist boards in selecting and appointing the best person for the principal position
Effective Financial Governance (Part 2) [F2F]	All trustees need an understanding of the board's role in governing school finances. This course follows on from Finance (Part One) and provides an in-depth overview of effective financial governance including how to interpret financial statements, long term planning requirements and the key aspects of managing financial risk.	Participants will gain an understanding of the: • Knowhow of interpreting financial statements • Long term planning requirements • Key aspects of managing financial risk • Banking staff information

Level Three – Integrated

Extensive knowledge/experience
I contribute fully to the work of the board

LMS WEBSITE ADDRESS – https://nzsta-lms.force.com

Course name	Summary	Learning objectives
Succession Planning [F2F]	In order to ensure that there is continuity of effective governance it is critical that each board has a succession plan in place which includes tips for ensuring the election of effective trustees and good practice induction processes.	Participants will gain an understanding of the: • Elements of effective succession planning • Tips for ensuring the election of effective trustees • Good practice induction plans • Required action plans

Definitions

Term	Description
F2F	Is a face-to-face course at a venue delivered by a NZSTA provider
Online	Is an online module of self paced learning
Course	Either a face to face option or an online option is available for this topic. It also includes a survey, and an assessment
Badge	A trustee earns a badge by completing the course or online module including an assessment
Course badge	A trustee earns a badge by completing all the required courses in a level including assessments
(C★ C★★ C★★★ badges)	Denotes compulsory courses to be completed to earn Bronze, Silver, Gold level badges
(CST★ badge)	Denotes compulsory courses for Student Trustee and Staff Trustee to be completed to earn Bronze level badge
(CIS★ badge)	Denotes compulsory course for trustees on a State Integrated School Board
(CMM★ badge)	Denotes compulsory course for trustees in a Māori Medium Setting

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