OSG-S8

DIRECTING AND MANAGING CHANGE

OVERVIEW OF THE COURSE

COURSE RATIONALE: "'Responsible persons' (must) have relevant qualifications, skills and experience for governing the school properly" (NESA Requirements, section 3.9.3.1). In order to "govern properly", the board and its members must understand how to direct change that will be positive and effective. This course identifies NESA compliance requirements for 'responsible persons' that often result from or cause change in schools, and then proceeds to equip 'responsible persons' with the skills and understandings required to manage and direct change positively. Change has always been a feature of education, but the scale and pace of change today are unprecedented, and the role of boards and their 'responsible persons' in directing and managing change in schools is pivotal. The course helps 'responsible persons' understand the forces of disruptive change that impact schools, and provides practical strategies to help 'responsible persons' steer change in their schools that will work to enhance the welfare of its students, faculty and staff, as well as ensuring that the school remains true to its founding principles while operating within the framework and requirements of the NESA Requirements for Proper Governance.

COURSE OBJECTIVE: This course is designed to help 'responsible persons' [as defined under Section 47(1)(b) of the Education Act in New South Wales] understand and implement effective change in ways that are consistent with the NESA requirements upon school boards and support the achievement of NESA guidelines. Specifically, the course is designed to provide in-depth knowledge and practical application of ways in which 'responsible persons' can implement change to ensure (a) effective implementation of established principles of 'best practice' in school governance and (b) compliance with relevant NESA requirements in the area of governance. Furthermore, the course provides opportunities through discussion and problem-solving for 'responsible persons' to build unity of understanding, a common purpose, and a commitment to implementing 'best practices' for effective school governance in a strategic manner that enhances their capacity to direct effect change. The course is designed to address ongoing professional learning needs rather than serving as a key component of the induction of new 'responsible persons'.

COURSE AIMS:

1. To equip 'responsible persons' with understandings and techniques to direct and implement positive and effective change in order to meet NESA requirements for sound governance.

2. To inform 'responsible persons' about the NESA requirements and expectations in areas of governance that may be impacted by changes being planned by the board.

3. To expand knowledge of the NESA requirements and expectations into a solid, practical understanding that is demonstrated by a commitment to fulfil the requirements and adhere to principles and practices of 'best practice' in the area of governance.

4. To help 'responsible persons' develop practical strategies to fulfil the NESA requirements in terms of (a) directing and implementing changes that are needed to meet NESA requirements in ways that enhance the quality of the school, and (b) implementing 'best practice' in areas of governance that may be impacted by changes being planned by the board.

5. To help 'responsible persons' reflect upon the board's effectiveness in the area of change management, and if appropriate, initiate an ongoing process of improvement.

DURATION OF THE COURSE: 4 hours.

MODE OF DELIVERY: Face-to-face interactive workshop with all the 'responsible persons' in one group, usually delivered at the school or at another suitable venue organised by the school.

SUMMARY OF COURSE CONTENT:

- NESA Guidelines that affect, and are affected by, change in schools.
- Managing change vs directing change.
- Change in education.
- Accepting the need for change in a dynamic world.
- Resistance to change.
- Directing change.
- Disruptive change.
  - The causes of dusruptive change.
    - Demographic change.
    - Environmental changes.
    - Institutional change.
    - Social value changes.
    - Technological forces.
  - The four stages of disruptive change.
  - Heads' concerns about change in schools.
  - The physiology of change.
  - The process of change.
  - Personal assessment of change.
  - A model of understanding change.
  - Compliance vs acceptance.
  - Roles during a change.
  - Overcoming resistance to change.
  - Making change effective.
- The nature of Effective Change.
- Gordon Stanley's Seven Principles for Change Management.
- Relating change management and change direction to NESA requirements.
- Reflecting on the experience of, and the need for, change.

This course focuses on the following governance requirements as outlined in the *Registered and Accredited Individual Non-government Schools (NSW) Manual* (December 2017): 3.9.3.1; 3.9.5.

CERTIFICATION: Upon successful completion of the course, a signed letter is issued to the school certifying the name of the course, the content covered, the duration of the course, the venue, and the names of those persons who attended.