

## Independent Schools' Qualification in Academic Management (ISQAM) – Level 1 and 2 HMCJ 2025-26

### 1. Overview

This guidance document provides an overview of the *Independent Schools' Qualification in Management* for Junior/ Prep School Colleagues (ISQAMJ) for Heads of Academic Departments (HoDs), Primary/ Prep Subject Coordinators, Subject Leads and aspiring HoDs or Primary/Prep Subject Coordinators, Subject Leads, in schools of The Headmasters' and Headmistresses' Conference (HMC) and The Girls' School Association (GSA). The ISQAMJ is designed and delivered in partnership with the UCL/Institute of Education (IOE).

### 2. The Aim

The aim of the ISQAMJ is to:

- Improve standards in teaching and learning by providing training for Heads of Department/ Subject Leads, aspiring Heads of Department, Subject Leads and other managers in the key practical skills that they need to perform their job
- Encourage the on-going continuous professional development of Middle Leaders
- Establish best practice and define sector-wide standards in relation to these skills, and
- Provide a qualification that is understood by schools and is portable between schools

### 3. The Structure

The ISQAMJ is a modular programme that operates at two levels. This academic year, Levels 1 and 2 are being offered as a bespoke programme to colleagues in the HMCJ Network:

- **Level One:** An introduction to some of the key skills required by HoDs/ Subject Leads/ Coordinators:

*"It is a real pleasure to spend time with like-minded colleagues from a range of outstanding HMC schools as we collectively strive to be better at our jobs. ISQAMJ provides a great platform for professional discussion and development."*

*(ISQAMJ L2 Participant 2017-18)*

1. Improving learning through effective lesson observation and post-lesson dialogue
  2. Coaching approaches and challenging conversations
  3. Establishing and developing standards in student assessment, marking and feedback
  4. Employment issues and employment law
- **Level Two:** Development of the key skills required by HoDs/ Subject Leads/ Coordinators:
    5. Academic managers as leaders of learning. Making a difference to teacher practice and pupil outcomes
    6. Practicalities and innovation in curriculum planning and reform
    7. The use of data to improve pupil and subject performance
    8. Strategic Planning as a Head/ Lead of Department/ Subject

Levels 1 and 2 are each standalone, though it is usually advisable for participants to complete them sequentially over a two-year period.

- **Delivery**

The ISQAMJ Level 1 programme for HMCJ, comprises of training sessions relating to four modules (with two in person training days in London), completion of an electronic portfolio of activities undertaken during the school year, and support from an in-school mentor<sup>1</sup>.

The Level 2 programme follows the same pattern of modules and portfolio across a second year.

- **Portfolio Review**

All portfolios which are submitted before the end of July 2026 deadline will be reviewed to ensure that certificates are only awarded to those who have completed the programme to a satisfactory level. A sample of portfolios will be moderated by the UCL / IOE as part of this process.

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<sup>1</sup> An in-school mentor, who may be an experienced HoD or the Deputy Head Academic/Director of Studies, is an essential part of the delivery of this course. **Mentors must have the capacity to meet with their mentees at least twice per term and should review their portfolios and add a supporting statement before they are submitted at the end of the year.**

#### 4. Delegate Fees and How to Book Places

Fees are dependent on the programme model, and association membership:

Delegates fees are £650 per level for schools in membership of HMC, and £675 for other delegates for face-to-face courses.

Fees include participant access to the training days / sessions an optional online training session for their mentor, online and distance-learning materials, support for participants and mentors from HMC during the year, and review and moderation of the portfolio and certification.

Please visit the HMCPD website for information and to register online: [Independent Schools' Qualification in Academic Management \('ISQAMJ'\) - HMC \(The Heads' Conference\)](#)

### Independent Schools Qualification in Academic Management – Programme Content and Portfolio Activities

**Level 1:** Level 1 consists of four modules.

Module 1: Improving learning through effective lesson observation and post-lesson dialogue	
Module 1 training sessions are delivered by the UCL Institute of Education	
Content	Portfolio activities
<p>Module 1 offers an opportunity to: Explore and clarify:</p> <ul style="list-style-type: none"><li>• The extent to which lesson observation, evidence triangulation and post lesson dialogue enhance the learning and development of teachers and subsequently enhance pupils' classroom experience</li><li>• How to ensure that the monitoring of effective learning and teaching makes a difference to teacher practice and pupil achievement</li><li>• How using a coaching approach can have an impact on the culture around lesson observation and ensure a focus on teacher development</li></ul> <p>Further develop skills in:</p> <ul style="list-style-type: none"><li>• Evaluating learning and teaching and triangulating evidence, and (with reference to Module 2)</li></ul>	<p>1.1 Structured reflection on the training session</p> <p>1.2 Online lesson observation practice exercise</p> <p>1.3 Undertake a minimum of 5 lesson observations</p> <p>1.4 Structured response to reading: Stoll, L., 'Stimulating Learning Conversations'</p> <p>1.5 The triangulation of evidence regarding learning and teaching - reflection</p>

<ul style="list-style-type: none"> <li>Using a coaching approach to enhance post lesson dialogue</li> </ul> <p>This module enables participants to develop a sound knowledge and understanding of:</p> <ul style="list-style-type: none"> <li>The purposes of lesson observation</li> <li>The value of triangulating evidence to monitor the quality of teaching</li> <li>The purpose of everyone's role in relation to it</li> <li>What we are observing</li> <li>How a coaching approach can enhance and support colleague development</li> </ul>	
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<b>Module 2: Coaching approaches and challenging conversations</b>	
Module 2 training sessions are delivered by the UCL Institute of Education	
<b>Content</b>	<b>Portfolio activities</b>
<p>This module is designed to introduce the process and practice of coaching and provides an opportunity to explore how a coaching approach can:</p> <ul style="list-style-type: none"> <li>Support you as a leader and a manager to make a difference to staff performance, and</li> <li>Enable you to be proactive and confident in having 'challenging' conversations</li> </ul>	<p>2.1 Structured reflection on the training session</p> <p>2.2 Lead three coaching conversations during the year, including at least one in which you have to address a difficult issue. (Alternative available for aspiring HoDs/ Subject Leads/ Subject Coordinators)</p> <p>2.3 Reflection on reading: 'Systems Thinkers' (Brown &amp; Isaacs)</p>

<b>Module 3: Establishing and developing standards in student assessment, marking and feedback</b>	
Module 3 training sessions are delivered by experienced senior colleagues from HMCJ schools	
<b>Content</b>	<b>Portfolio activities</b>
<p>Module 3 enables participants to:</p>	<p>3.1 Structured reflection on the training session</p> <p>3.2 Planning a departmental/ subject area work scrutiny</p>

<ul style="list-style-type: none"> <li>• Understand what is meant by work scrutiny, the role and responsibility of the HoD/ Subject Lead, and how this links to whole-school approaches and processes</li> <li>• Develop the skills to conduct effective work scrutiny and give effective feedback, making it a positive process for the staff involved</li> <li>• Identify anomalies and trends across the department/ subject area, that contribute to, for example, under and over achievement</li> <li>• Understand what activities should follow a work scrutiny exercise, including feedback, accountability/self-accountability and development</li> <li>• Take away practical strategies and approaches to work scrutiny to use in their own school</li> </ul>	3.3 Work scrutiny of at least one year group and creation of an action plan as a result
<b>Module 4: Employment issues and employment law</b>	
Module 4 training sessions are delivered by an experienced senior legal practitioner	
<b>Content</b>	<b>Portfolio activities</b>
<p>Module 4 enables participants to:</p> <ul style="list-style-type: none"> <li>• Have an awareness of the key issues in employment law, including equal opportunities</li> <li>• Have confidence and understanding of the roles and responsibilities of the HoD/ Subject Lead, and their school policies and procedures in relation to employment issues</li> </ul>	<p>4.1 Structured reflection on the training session</p> <p>4.2 Locating key school policies, processes and colleagues</p> <p>4.3 Responses to questions relating to recruitment and capability</p> <p>4.4 Reflection on training session case studies</p> <p>4.5 Discussion with key colleagues on employment issues and safeguarding</p>

**Level 2:** Level 2 consists of four modules:

<b>Module 5: Academic managers as leaders of learning. Making a difference to teacher practice and pupil outcomes</b>
Module 5 training sessions are delivered by the UCL Institute of Education

Content	Portfolio activities
<p>Module 5 offers an opportunity for participants to explore and clarify:</p> <ul style="list-style-type: none"> <li>• their role as the leader of learning in their team/ subject and the impact effective leadership has on teacher practice and pupil outcomes</li> <li>• the role of an academic manager in agreeing developmental objectives for members of their team and in holding individuals to account</li> <li>• the role of professional development in supporting individuals to reach objectives set</li> <li>• the importance of trust in leading teams effectively</li> </ul> <p>And to further develop skills in:</p> <ul style="list-style-type: none"> <li>• setting developmental, challenging SMART objectives</li> <li>• identifying professional learning opportunities to support agreed objectives</li> </ul>	<p>5.1 Structured reflection on the training session</p> <p>5.2 Applying learning from the module to lead an objective setting meeting with at least one member of school staff/ your team</p> <p>5.3 Reflection on readings: Maslow's hierarchy of needs, Herzberg's motivator factors and McClelland's needs based motivational model</p> <p>5.4 Optional activity: Critical analysis of further readings</p>

Module 6: Practicalities and innovation in curriculum planning and reform	
Module 6 training sessions are delivered by experienced HMC academic deputy heads	
Content	Portfolio activities
<p>Module 6 provides an opportunity for colleagues to:</p> <ul style="list-style-type: none"> <li>• Differentiate good and excellent features of current department/ subject schemes of work and department/ subject curriculum plans</li> <li>• Be in a confident position to plan and execute effective department/subject curriculum reform</li> <li>• Apply the balance between curriculum needs and curriculum innovation in the above</li> </ul>	<p>6.1 Structured reflection on the training session</p> <p>6.2 Either: Modify at least two department/subject schemes of work lasting one term or more in one year group, or lead a department/subject curriculum reform exercise in one year group</p>

<p>During the face-to-face session, colleagues can expect to:</p> <ul style="list-style-type: none"> <li>• Apply the “Golden Circle” leadership theory of why? how? what? (in that order) to all collaborative discussion</li> <li>• Identify some definite “do’s and don’ts” in terms of department/subject schemes of work, curriculum plans and reform, based on collective cross-curricular experience</li> <li>• Discuss relevance, timescales, ownership and impact success criteria in the department/subject curriculum reform process</li> <li>•</li> </ul>	
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<b>Module 7: The use of data to improve pupil and departmental performance</b>	
Module 7 training sessions are delivered by consultant colleagues with significant experience in independent school performance data	
<b>Content</b>	<b>Portfolio activities</b>
<p>Module 7 offers an opportunity for participants to:</p> <ul style="list-style-type: none"> <li>• Understand a variety of statistical data that may be used to inform target setting and self-evaluation discussions</li> <li>• Appreciate how the statistical data is generated</li> <li>• Understand what the data means and does not mean</li> <li>• Identify key aspects and patterns of data</li> <li>• Become confident in interpreting and using data appropriately, and</li> <li>• Explore the issues raised in a case study of a department’s assessment results/ standardised data results</li> </ul> <p>This module enables participants to understand and use data to inform:</p> <ul style="list-style-type: none"> <li>• Professional judgement when undertaking effective target-setting and tracking, and</li> <li>• Benchmarking discussions involving the interpretation of year-on-year data</li> </ul>	<p>7.1 Structured reflection on the training session</p> <p>7.2 Evaluation of the effectiveness of current department/subject target-setting and monitoring procedures</p> <p>7.3 Write a report on a recent set of results/ standardised assessment results, identifying strengths and areas for development</p> <p>7.4 Conduct a department/subject meeting review of the report, incorporating it into the department/subject’s development plan</p> <p>7.5 Identify and document further personal training needs, liaising with your school’s CPD co-ordinator</p> <p>7.6 Optional activity: Reflection on further key reading</p>

<b>Module 8: Strategic Planning as a Head of Department</b>	
Module 8 training sessions are delivered by experienced senior colleagues from HMC member schools	
<b>Content</b>	<b>Portfolio activities</b>
<p>Module 8 enables participants to:</p> <ul style="list-style-type: none"> <li>• Understand the differences and relationship between strategic planning and development planning</li> <li>• Understand the strategic and development planning processes</li> <li>• Understand the relationship between departmental/subject planning and whole-school planning</li> <li>• Understand the link between Heads of Department/ subjects and whole-school planning</li> <li>• Develop the skills to write, review, and modify a departmental development/ subject plan</li> <li>• Reflect and formulate the underlying values and aims of the department/subject</li> <li>• Understand general principles and approaches to department/subject budget planning</li> <li>• Develop the skills to produce an annual departmental/ subject budget submission</li> </ul>	<p>8.1 Structured reflection on the training session</p> <p>8.2 Consideration of the values and aims of the department/subject, and of you as a Head of Department or subject lead/ coordinator</p> <p>8.3 Familiarisation with the different formats used for planning in own school</p> <p>8.4 Exploring ways in which the department/subject might contribute to the school's Strategic Development / Management Plan</p> <p>8.5 Produce a departmental/ subject development plan or review and, if necessary, update an existing plan</p> <p>8.6 Produce a departmental/ subject budget submission for the next academic year and document the process</p> <p>8.7 Optional activity: Reflection on further key reading</p>

## REGISTRATION

To register for the ISQAMJ Level 1 or Level 2 Junior clusters, please click [HERE](#)