The National Professional Qualification for Middle Leadership (NPQML)

Modules mapped to the NPQML content framework

Strategy and improvement

Knowledge or skill	Descriptor	Covered in the NPQML module
Learn how to	» Manage and analyse performance data to evaluate progress, identify trends, define team priorities and develop improvement strategies (for example, in relation to disadvantaged pupils or those with particular needs)	5. Data analysis for performance and progress
Learn about	» Tools and techniques to manage and analyse performance data on progress and attainment at group and individual level (for example, databases, spreadsheets, formulae and graphs) » Statistical and data analysis concepts (for example, confidence intervals, statistical significance, sampling, correlation and causation)	5. Data analysis for performance and progress
Learn how to	» Implement successful change at team level	2. Leading and managing and innovation and change
Learn about	» Tools and techniques that support change management » Examples of successful change management drawn from a range of schools	2. Leading and managing and innovation and change

Teaching and curriculum excellence

Knowledge or skill	Descriptor	Covered in the NPQML module
Learn how to	» Grow excellent, evidence-based teaching in a team and a curriculum that develops pupils academically and prepares them for adult life	6. Evidence-based teaching and learning
Learn about	» Research into and examples of domestic and international teaching strategies and pedagogical approaches with a proven impact (for example, the EEF evidence base on the effective use of phonics or mastery teaching) » Research into and examples of different models of pupil assessment, including their use to set challenging targets, monitor progress and raise standards for all pupils, including those working below the national curriculum » The Ofsted School inspection handbook, particularly the clarification of inspection requirements in relation to lesson planning, marking, feedback and collection of pupil performance data » The benefits, characteristics and examples of knowledge-rich curricula (for example, a sequential maths curriculum)	6. Evidence-based teaching and learning 7. Leading strategic Improvement
Learn how to	» Improve the progress, attainment and behaviour of all pupils, including those who are disadvantaged or have particular needs (for example, Pupil Premium, SEND, EAL or the most able pupils)	7. Leading strategic improvement 5. Data analysis for performance and progress
Learn about	» Research into and examples of interventions targeted at improving the progress/attainment of disadvantaged groups or those with particular needs, drawn from a range of schools (for example, the EEF's teaching and learning toolkit) » Research into and examples of the use of specialist provision for pupils with particular needs, drawn from a range of schools » The graduated approach to supporting SEND pupils, as set out in the SEND Code of Practice	7. Leading strategic improvement

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Leading with impact

Knowledge or skill	Descriptor	Covered in the NPQML module
Learn how to	» Anticipate other peoples' views or feelings and moderate your approach accordingly	8. Developing your leadership approach
Learn about	» Personal reflection and self-awareness tools	4. Vision, values and moral purpose
Learn how to	» Adopt different leadership styles to ensure the team meets its objectives	8. Developing your leadership approach
Learn how to	» Research into and examples of different leadership styles, including their associated benefits and risks	8. Developing your leadership approach
Learn how to	» Present, communicate or defend challenging messages confidently and positively to a range of audiences	8. Developing your leadership approach
Learn how to	» A range of written and verbal communication and presentation styles, including why these have been adopted in different situations (for example, to communicate with pupils, parents/carers, colleagues and external parties)	8. Developing your leadership approach

Working in partnership

Knowledge or skill	Descriptor	Covered in the NPQML module
Learn how to	» Realise the benefits of collaborating with others including teachers, teaching assistants and non-teaching staff, other schools, parents/carers and other organisations	9. Building a high performing team 12. Collaboration and partnership
Learn about	» Research into and examples of effective partnership working, drawn from a range of schools, including the evidence base on effective parental engagement	12. Collaboration and partnership
Learn how to	» Support your team to build and sustain relationships with others which develop and share good practice and improve performance	12. Collaboration and partnership 9. Building a high performing team
Learn about	» Research into and examples of the main barriers to effective collaboration within and across schools (for example, time, resources, aims, levels of commitment or operating models) and how these have been overcome	9. Building a high performing team
Learn about	» Research into and examples of structures and processes that support collaboration (for example, with teachers, teaching assistants and non-teaching staff, other schools, parents/carers and other organisations, drawn from a range of schools	12. Collaboration and partnership

Managing resources and risk

Knowledge or skill	Descriptor	Covered in the NPQML module
Learn how to	» Deploy staff, financial and educational resources within a team efficiently to enhance pupil progress and attainment	9. Building a high performing team
Learn about	» Resource and project management tools and techniques, including budgeting, forecasting and project plans	2. Leading and managing and innovation and change
Learn how to	» Manage risks within a team effectively (for example, in relation to staffing, finances or teacher workload), using a risk register	3. Managing resources and risks
Learn about	» Best practice in relation to managing risks, including the establishment and maintenance of risk registers, drawn from a range of schools	3. Managing resources and risks
Learn how to	» Deliver a safe environment for pupils and staff	3. Managing resources and risks
Learn about	» Key legal requirements and statutory guidance in relation to safeguarding and health and safety in schools, including Keeping Children Safe in Education	3. Managing resources and risks

Increasing capability

Knowledge or skill	Descriptor	Covered in the NPQML module
Learn how to	» Hold others to account, line manage and evaluate performance effectively	10. Support and challenge
Learn about	» A range of performance management techniques, including setting SMART objectives, collecting and giving feedback, coaching/ mentoring, and professional development plans » The Teachers' Standards and Teacher appraisal regulations	10. Support and challenge
Learn how to	» Support all members of their team with appropriate, targeted opportunities for professional development, including newly-qualified teachers, teaching assistants, and stronger or weaker performers	11. Developing yourself and others
Learn about	» The Standard for Teachers' professional development and supporting guidance » Professional development opportunities within and beyond the school	11. Developing yourself and others
Learn how to	» Recognise their own strengths and weaknesses and identify learning linked to their needs	1. Introduction to the NPQML
Learn about	» Tools to identify own and staff development needs (for example, 360 degree feedback)	1. Introduction to the NPQML
Learn how to	» Evaluate the impact of professional development on teacher development and pupils outcomes	11. Developing yourself and others
Learn about	» Tools to evaluate the impact and cost-effectiveness of professional development activities, particularly in terms of pupil outcomes	11. Developing yourself and others