



leadershipTM
reflector

Connecting Leaders
with those they Lead

**LEADERSHIP
REFLECTORTM**

**A USER GUIDE FOR LEADERS
Using the Leadership
Reflector SystemTM**



Now that I'm on the system what next?



- **Logging On**

Once you have been set up to use the Leadership Reflector you will receive a username (your school email address) and a password, or if you are already on the Appraisal Connector you can use the same login details to access both systems. To log in to your personal on-line file go to www.interlead.co.nz and at the top of the page you will see the Appraisal Connector and Leadership Reflector Log In Buttons. Click on either of these, enter your username and password to be taken directly into your personal file and your home page.

- **Your Home Page Tab**

HOME

At the top of your Home Page you will find a number of Tabs:

[HOME](#)

[MY REPORTS](#)

[JOURNAL](#)

[STAFF REVIEWS](#)

[MANAGE STAFF](#)

[MY PROFILE](#)

[LOGOUT](#)

Your Home page summarises the status of your current appraisal cycle and associated current and past reports and also the appraisals other colleagues might have requested you to complete.

At the top of your Home Page you will find your name.

Under your name are a number of headings:

Appraisal For Others (This is applicable if you are on the Appraisal Connector also.) This identifies those colleagues who have asked you to provide reflective data for their personal reflection and inquiry. Next to each name, on the right hand side of the page you will find what sections they have asked you to complete on their behalf. To open the questionnaire just click on their name on the left and side of the page and you will be directed straight to the questions you have been asked to provide perceptions on. Looking at the small circles appearing you can see whether you have completed each section in its entirety. In the middle of the page is the deadline date each report is to be completed by.

Staff Reviews allows you to access any self appraisals that have been set up for you to complete.

- **My Reports Tab**

MY REPORTS

My Reports provides you with a list of previous reports completed by you and others. These are full reports in that they combine reflective data from all respondents. If you wish to look at the full report click on **Full report**; if you wish to just look at a particular section go to the next column, the Key Area Reports, and click on the specific area you seek. The **Criteria report** is that part of your Full Report reporting your's and others' responses against the Leadership Dimensions. The final column, **Appraisal Set Status**, indicates whether the report is complete or incomplete.

Custom Report allows you to combine all the appraisal data between a date range that you choose, just put in a date range and click either **VIEW REPORT** or **CRITERIA REPORT**

VIEW REPORT

CRITERIA REPORT

- **Journal Tab**

JOURNAL

This is your Reflective Journal and a port hole within the Leadership Reflector™ many teachers are enjoying considerably. There are six active domains:

1. JOURNAL SHARING
2. MY GOALS
3. REFLECTIONS
4. MY LATEST FEEDBACK
5. MY LINKS
6. MY FILES

The **Journal Sharing** domain has been designed for you to control who has access to your reflections. New Zealand educators are required to gather evidence of on-going reflection, dialogue and inquiry and this is one way of achieving this requirement. Please note by granting access to others they DO NOT have access to your reports. They are only able to access your reflective journal and can, if they wish, contribute to your reflections by adding their own thoughts and questions to aid your reflections. Each time they contribute a comment the system date stamps it.

By clicking the dropdown list - the names of all invited members loaded into the Leadership Reflector will appear. Select the name of person you would like to contribute to your reflections and then click on **SHARE**. By doing this the Leadership Reflector automatically connects your Journal with that person by providing them access to it. If you wish to uninvite someone then go to the right hand side of the page, click on that person's name after selecting and click on **REMOVE**

In the **My Goals** domain you can create drop boxes to record each of your goals in. These could be your own personal goals and/or school wide goals. For each new goal click on the **NEW GOAL** button. In the newly created drop box record your goal remembering to click on **SAVE GOAL** before clicking on the **Journal tab** at the top of the page to return to your Journal.

To benefit most from the Reflector try and keep your goals smaller, like stepping stone goals on the way to achieving something bigger. Each stepping stone goal becomes a step in the right direction.

Example:

Your objective may be to improve school culture. To achieve this will require mastery in a number of areas and achieved in the right sequence. The small steps you intend to take to achieve this objective could your Goals.

When you click on one of your goals in the blue box, you can also **COMPLETE**, **DELETE** or **EDIT GOAL**

In the domain **REFLECTIONS** you can record in an on-going and sequenced way your reflections. Principals are logging onto their journal at Staff Meetings, Team/Syndicate/ Department and Faculty meetings to record things that occur to them as evidence of reflections against their practice.

To write a reflection please click on the **ADD NEW** button in the Reflections Area , once through to the next page you can Title your reflection and then write your reflection in the Reflection Text box (you can also upload images and live URL links to your reflection, please see instructions below).

Share with Specific People


This exciting feature allows you three options for sharing Reflective Journal entries with shared Journal people. The three options are now;

- Everyone with whom I have shared my journal
- Specific people with whom I have shared my Journal
- Nobody

To choose the Everyone or Nobody options please just highlight your preferred option from the dropdown box. If you choose the Specific People option please then tick the box next to the person/s you would like to share the reflection with, finish tagging Goals or Criteria, then click – **Save** – .


To link a reflection with a goal (you have to have set the goal already to do this) just scroll down the page and click on – **Which of your goals does this relate to?** –. Click the box next to those goals you believe your reflection relates to.

To also link a reflection to any of the Leadership Practices, 12 registered Teachers Criteria or Tātaiako just scroll down the page and click on – **Which of the Leadership Practices Area does this relate to?** – at the bottom of the page. Click on those boxes you believe your reflection relates to. You are able to click as many as you like.

Make sure before leaving this page after linking your reflections to your Goals and Registered Teachers Criteria that you click on **SAVE** 


Upload an Image from your Computer to Reflection Text Box

Open a Reflection text box by clicking **ADD NEW** in the **REFLECTIONS** Area of the Journal.


Then identify the Images along the top of the Reflection Text box, click on the small square mountain symbol at far right,  (reads Upload an image) then browse your computer and choose your file/image and hit the **UPLOAD** button. It will automatically upload the file to the Reflection text box.

Upload an Image from the Internet to your Reflection Text Box

Open a Reflection text box by clicking **ADD NEW** in the **REFLECTIONS** Area of the Journal.

Then identify the Images along the top of the Reflection Text box, click on the small mountain symbol  (reads Insert/edit image) then type in the Source URL, title it if you wish, and then click the **Ok** button. It will automatically upload the image to the Reflection text box. Please note you have the ability to size the image by typing in some dimensions. Please remember that the dimensions are the 'pixel' size for the image.

Upload a URL link into the Reflection Text Box

Open a Reflection text box by clicking ADD NEW in the REFLECTIONS Area of the Journal. Then identify the Images along the top of the Reflection Text box, click on the chain link symbol  (reads insert/edit link) then copy, or type, in the URL - title it if wish and then click Ok to upload the URL link to the Reflection text box.

Please note: if you title your URL link then the title will appear in the Reflection text box, you just need to click on the Title and it will take you through to the URL.

Once you have completed your links and reflections click on the Journal tab at the top of the page and this will return you to your Journal. You will now see your **last** reflection and links to your goals and the appropriate Leadership Practice Areas, Registered Teacher's Criteria and Tātaiako you have just selected. You will also see the system has automatically date stamped your reflection so that you can keep track of when you made each one. This also encourages you to reflect regularly.

*You will notice that only your 'Last Reflection' appears on the front page of the Journal Area, to view all your reflections you click on the '**View All Reflections**' button on the Journal. Once you are through to the next page you will see all your Reflections listed, to view any Reflection in full please just click on the Reflection. You will also see that you can now view Reflections by date which you can clicking on the '**View By Date**' button, choose the date range and then hit the '**Find Reflections**' button.*

*You can now also view your Reflections by any of your Goals or against the **Leadership Practises, Registered Teacher Criteria** or **Tātaiako**, assuming you have tagged your reflections to these on your Journal. To do this please click on either the '**View by Goal**' or '**View by Criteria**' buttons, once through to the next page then choose a goal or Criteria and hit the '**Find All Reflections**' button. All the reflections tagged to the Goal or Criteria will then display.*

Reflection summary

*This feature allows you to see how many Reflections you have written per Goal/Criteria. To see this please go to 'Journal' and click on the '**View All Reflections**' button. You will then see a '**Reflection Breakdown**' button, please click on this and view either the Pie Graphs or scroll down the page to see which Goals/Criteria have been reflected on.*

My Links - If you are already using another portfolio system you can create a link in this area, which allows you to go directly to any existing website or portfolio. You can do this by clicking on **ADD NEW LINK** and then copying and pasting the link to your existing portfolio onto the 'Link URL', then you can title the Link (this is optional). You can then also choose if you want to share the Link or not .

- **Feedback Section**

To access this feature go to '**Journal**' and scroll down to the '**Feedback**' Section. To request Feedback click on the red **ADD NEW** button under the Feedback heading and this will take you to a page where you can write the question or statement you would like feedback on.

Write the question or statement in the line provided, and if applicable, tag it to any of your Goals/Inquiries. Then you can choose which colleagues you would like feedback from by choosing their name from the box of names below. (Please note they must ask at least two staff for feedback and the answers come in anonymously).

The colleagues selected are e-mailed requesting they provide Feedback, they then click on the e-mail link, write the feedback and then press **SUBMIT**. The answer they write to the question (or statement) then automatically populates your Journal under 'Feedback' listing the question and the Feedback provided. To delete a question at any time please just click the delete button under the question. The question will be live for 14 days for them to provide feedback.

Please note: Only the last Question Asked and Feedback received appears on the front page of your Journal and to view all the Questions and Feedback you have ever asked you need to click on the **VIEW ALL FEEDBACK** button. This is the same as the reflection area on the AC Journal.

Creating Folders in the My Links section

Go to the **MY LINKS** section of the Journal Area. To create a Folder click on the 'Add folder' link. Then type in the name of your new Folder in the pop up box and then hit Ok, the folder is now created. Once folders are created then you can choose to load Links into them when you attach new links to the Journal Area.

This feature allows you to effortlessly click through to existing links from your Leadership Reflector Journal Area.

My Files Area

At the bottom of this page is a heading titled **MY FILES**. This is like a portfolio that allows you to save documentation as evidence of Teacher Registration. This might include photographs, planning documents, recorded conversations and videos.

To save a document click on **MANAGE FILES** and then to create a New Folder click on the – **Add Subfolder** – link situated in the bottom right hand side of the page, then name your Folder and press **Ok**.

Once you have created your Folder/s please click on the – **Browse** – button, this will take you into your hard drive. Select the file you wish to save, then name it in the white box (please note: it must be named), choose the Folder you wish to save to from the Drop Down box, then click on – **Upload File** – your file will automatically be saved to the Folder you selected.

Please note you do not have to create Folders or Save Files to specific folders, Files can just be saved to the Manage Files area.

Each time you wish to log out of the system click on  This makes sure any changes you make are saved.

How do I complete reports?

Whether you are completing your own Self Appraisal or providing reflective data for others' reflection the approach is the same.

To access the questions requiring completions go to your [HOME](#) page and click on the person's name to access the questions you wish to work on. This will take you directly to the set of questions you have been invited to complete.

To select the appropriate response to each question **select one of the four choices lying in the four boxes beneath each statement**. The response in the first box at the far left of the page is indicative of a novice level of performance. Moving to the right, the following box indicates a capable level of performance, the next an **effective** (proficient) level of performance and the response furthest to the right, a level of performance indicative of **mastery**.


It is unlikely that within the realms of what we know about human performance that anyone would be masterful at everything. This indeed would be a superhuman effort and be unrealistic. It is one thing to reach mastery but another thing to retain it. More likely, whilst we might have attained mastery in a previous cycle against one statement as our attention has been diverted to another area of performance, our original area of performance in which I achieved mastery in might have slipped back to being effective. This is the nature of human performance - a little like a sportsman giving a masterful performance one week to follow up the following week with an average performance.

To make your selections move your mouse across each of the four possible responses. Click on the response best describing the behaviour and move onto the next question. When you do this you will see the response you selected remains whilst the other three disappear. Should you wish to change your response simply go back and drag your mouse over where the statements would have been and you will find all the possible responses reappear. If you believe you or the person who you are providing reflective data for should focus on a particular statement as a possible goal you should click on the pink box to the right and above each question. When you do this it changes to red.

At the bottom of each page click **Save & Next** 

If upon reflection you want to change any of your responses you can go back into the questionnaire so long as you do so **BEFORE** the deadline date. You will **NOT BE** able to access any questionnaire after the deadline date has passed.

You also **DO NOT** have to complete each section at any one time – you can choose to leave individual questions until a later date. You can also leave entire sections until a later date. As long as they are completed before the Due Date.

When you go back to the start of each questionnaire you will see at the top of the page the sections you have been requested to complete. Only once all questions from each section have been completed does it indicate you have completed the section by showing a green tick  against the question group. So long as you leave as few as one question unanswered the system will not forward the document for processing and analysing and conglomeration with other respondents' data into a final report. It is important you complete **ALL** questions before the deadline. To check whether you have completed all sections go to the top of the first page of each questionnaire and look at the section summaries.

When can I access my reports?

Only AFTER the deadline date has been passed and you have completed your Self Appraisal and at least two Other Respondents have completed their questions then you will be able to access your reports. When you do so, you can convert your report into a PDF document by clicking the PDF button...

[CREATE PDF OF FULL REPORT](#)

By doing so you can save your report in other locations and print off a user friendly copy.

Adding, deleting and editing users (staff members)

- **How do I invite a new member / user?**

[MANAGE STAFF](#)


Click on the [MANAGE STAFF](#) tab and then click the [INVITE MEMBER](#) button, then you can fill out the new users details. Once this is complete and you have clicked [SAVE](#) this person will receive an e-mail informing them that they have been invited as a member of your Leadership Reflector and that they may be asked to provide feedback from time to time.

If the person you are adding is an Appraisal Connector member then just write their e-mail address in the e-mail line, then click [SAVE](#) at the bottom of the page. The person is automatically copied into your Leadership Reflector and they can use their Appraisal Connector login to access the system.

If you wish to 'Invite a Member' from your School please click on the [INVITE MEMBER](#) button and then scroll down and click the circle next to 'Invite Members from Example school', then once through to the next page please tick the box to the left of name/s of those people you wish to Invite then scroll to the bottom of the page and click Invite. These members will be automatically added to you Leadership Reflector account.

Please note that when you 'Invite a New Member' to your Leadership Reflector account they will be sent an e-mail informing them of the invitation, however it does not mean they can do anything on your Leadership Reflector account. It just means that you now have the option to either 'Share Your Journal' with them (if you wish), Ask them to Appraise You (if required) and 'Allow You to Gather Feedback' from them (if required).

- **How do I edit an existing member / user profile?**

Click on the [MANAGE STAFF](#) tab and then click on the little green pencil  to the right of the users name, this will take you to their profile. Once you have updated their profile hit the [SAVE](#) button.

- **How do I deactivate an existing member / user?**

Click on the [MANAGE STAFF](#) tab, then locate the person you wish to deactivate and click on the red '✘' and deactivate the user, please click 'Yes/OK' to the prompt. Please note that the deactivated staff member stays on the system but they are unable to be asked for feedback or be able to share your Journal Area. This allows their historical appraisal input data to be used in past reports (where applicable).

Appraisals

- **How do I set up a new Appraisal?**

STAFF REVIEWS

Click on the [STAFF REVIEWS](#) tab, then click on the [Schedule appraisals](#) link that is to the right of your name. Once on the next screen choose which question sets you want to be appraised on, these are broken into 5 areas;

KEY COMPETENCIES

AREAS OF PRACTICE (Culture, Pedagogy, Systems & Partnerships & Networks)

KEY LEADERSHIP ACTIVITIES


BOARD OF TRUSTEES (Principals Only)

LEADERSHIP OF SPECIAL CHARACTER

The question sets you wish to gather feedback on should be ticked, the areas you wish to exclude should have no tick (just click the box) in the box.

Then choose a 'due date', the date you want the appraisal completed, by clicking in the box at the bottom of the page and choosing a date from the calendar that appears. Then hit the **'Create'** button.

At this point you have set up a 'Self Appraisal' for yourself and you will be e-mailed informing you that a self appraisal has been set up to complete. You will also have the Self Appraisal appear under the 'Self Appraisals' heading on their home page.

You will then be taken to a page which will show each question set heading, that were not excluded, and the self appraisers name under each one. Now, before you add other appraisers, you can choose to exclude some question sets from within the question group/s you have chosen if you wish. To do this please scroll down to the question section you wish to edit and then remove the green ticks  from the questions you want to exclude from the question group, then click the 'UPDATE QUESTION GROUPS' button. This means the question sets (i.e. culture or pedagogy etc.) you have excluded from the question group (i.e. Areas of Practice) that you have removed the green ticks from will not be included in this appraisal for either the self appraiser or other appraisers (if assigned).

To add another appraiser, to any section, please locate either the drop down box next to the sentence – 'Assign another person to complete this appraisal section' or 'ADD APPRAISERS TO ALL QUESTION GROUPS' at the top right of the page;

Once you have highlighted one user (or multiple users if using the 'Add Appraisers to All Question Groups' feature) to be an 'other appraiser' please hit the **ADD SELECTED APPRAISERS** button and they will be invited to appraise the appraisee on the questions in that particular section. Please note they will automatically be added to all the question groups you want feedback on if you use the 'Add Appraisers to All Question Groups' feature. They will be automatically e-mailed informing them of this invitation and the invitation will appear under the 'Appraisals for Others' heading on their home page.

***Please note:** *Each Appraisal, that is not just a Self Appraisal, must have a minimum of two other appraisers **added** to the appraisal and at least two must complete the appraisal before the Appraisal Report will be available for viewing under 'My Reports'*

- **How do I add a staff member / user to an existing Appraisal?**

Go to the [STAFF REVIEWS](#) tab, click on the relevant appraisal link under the 'Existing appraisal sets' column and to the right of the your name. Once through to the next page then locate either the 'Assign another person to complete this appraisal section' or 'ADD APPRAISERS TO ALL QUESTION GROUPS' heading at top right (if have multiple people appraising each section) and add users as required by clicking the [ADD APPRAISERS](#) button;

- **How do I delete a staff member / user from an existing Appraisal?**

Go to the [STAFF REVIEWS](#) tab, click on the relevant appraisal link under the 'Existing appraisal sets' column and to the right of the your name. Once through to the next page then locate the staff member you wish to delete, tick the box to the right hand side of their name and hit the [DELETE](#) button or click on the [REMOVE SELECTED APPRAISERS](#) button next to their name. (Please remember to do this for each section of the Appraisal).

This is very useful if a staff member has missed the due date of an appraisal and therefore is holding up the completion of an appraisal. Once you have delete out all the people who have not completed an appraisal then the appraisal will be complete and available for viewing after the due date (assuming there are still more than two other appraisers with completed questions).

- **How do I delete an Appraisal I have set up?**

Go to the [STAFF REVIEWS](#) tab, click on the relevant appraisal under the 'Existing appraisal sets' column and to the right of your name. Once through to the next page then you can click on the [DELETE](#) button on the top left of the page. Once you have pressed this and then confirmed your deletion the entire appraisal will be completed.

- **How can I change the Due Date of an Appraisal?**

Go to the [STAFF REVIEWS](#) tab and then click on **the appraisal link you wish to change the date for**, this is under the 'Existing appraisal sets' column and to the right of your name. Once through to the next page then click on the 'Due Date' box on the top left of the page, then change the date on the calendar provided and hit the [SAVE](#) button.

- **When can I view an Appraisal Report?**

Appraisal Reports are available for viewing once three criteria have been met,

1. The due date has passed and,
2. You have completed your self appraisal and,
3. If other appraisers were invited to appraise you - then at least two must have completed all their questions.

- **How can I view a Report early?**

An Appraisal Report can be viewed early by changing the Due Date to a date before the current date. Please also note that all participants have to have completed all their questions (or been deleted out) for the report to be complete and available for viewing. (Again, remember there still has to be a minimum of two others if you have added 'other appraisers'.)

Student Voice – Leadership Reflector

- **How do I include the Student Voice option?**

To include the Student Voice option in your appraisal please tick the 'Student Voice' option you want to include when setting up your appraisal. These include the following;

[Student Voice - In the Classroom](#)

[Student Voice - Around the School](#)

[Student Voice - Leadership of Your School](#)

This will automatically prompt you to seek student feedback, which they you can do either via e-mail requests or by printing unique code sheets and handing these to individual students. (Instructions for this are listed next in this LR - user guide).

If you wish to add 'Student Voice' to an existing appraisal please go to the [STAFF REVIEWS](#) tab, click on your current appraisal link (either red or black), then scroll down and find the 'Student Voice Option'. Then tick the box next to the **Student Voice section/s** you want to include and click **SAVE**, you will automatically be e-mailed letting you know that Student Feedback is required for this Appraisal (example below).

Dear XXXXXX,

You have an InterLEAD appraisal requiring student feedback via Student Voice. This appraisal is due Sat 29 Mar 2014.

To generate codes for your students please click on the following link:

[Interlead Leadership Reflector - Appraisal due Sat 29 Mar 2014](#)

If you can't access the appraisal using this link, log in to appraisals.interlead.co.nz and click the 'Appraisals due' tab.

Regards,

School Administrator

You then log on to the **Leadership Reflector** and seek student feedback either via e-mail prompt or unique code sheets (as outlined on the previous page).

The actual Student Feedback is then gathered by the students going to the website www.studentvoice.co.nz, putting in their unique code and then answering a series of questions on the sections you requested the feedback. There are a number of questions for each student to answer. Each student then has the ability to write comments to support the questions they have answered.

The students are prompted in writing to go to www.studentvoice.co.nz when they are either e-mailed or handed the unique code.

- **Student Voice – ‘Requesting Student Feedback’ Instructions**

Please log on to the **Leadership Reflector** and go to the **STUDENT VOICE FEEDBACK APPRAISALS** heading on the Home Page. If you have an appraisal requiring you to gather student feedback then a link will appear similar to this one, i.e. **Student Voice Appraisal set due 29/02/2014**, please click on this link and this will take you through to page where you can gather feedback.

Feedback can be gathered in two ways, either by generating a Sheet of Unique Codes which can be printed and handed out to students or by e-mail where you put in e-mail addresses for students (if known). There is the ability to do a combination of each option.

Instructions are below;

- **Generating a Sheet of Unique Codes**

In the box below the ‘**Generate Codes for how many Students?**’ heading put in the number of codes you wish to generate for your students. Once you know the number then put it in this box and hit the **GENERATE AND PRINT** Button. This will then bring up a screen with the number of requested unique codes, then print this sheet out, cut out the individual codes and hand them out to students.

- **Gathering Feedback by E-Mail**

In the box provided load in your students e-mail addresses (important: must be separated by a space or a comma), once these are all loaded in then hit the **REVIEW EMAILS** button. This will take you to a page where you can choose which of the student e-mails you wish to send a code to by clicking the tick in (or out) of the box provided. This page also allows you to make changes to your e-mail list without having to start again, you can either delete an e-mail address (if you do not want to send feedback code to this student) or add an e-mail (if you want to send to a new student), you then need to hit the **UPDATE EMAIL LIST** button and it will automatically make any changes to the list of students being sent feedback codes. Then hit the **SEND CODES** button and the students selected will be sent unique codes and will receive a message similar to the one below (with the unique code).

Dear Student,
Your School would like feedback on Mr Smith.
To supply anonymous feedback please follow this link, or visit studentvoice.co.nz and enter the following code
KVK4JR
Please do this before Sat 29 Mar 2014.

Once you have sent the student/s the e-mail then that is all you need to do the students now do the rest. The students will then login to www.studentvoice.co.nz and answer the questions.

To monitor how many Student Feedback responses you have had please click on the home page and under the ‘**Student Voice Feedback Appraisals**’ heading you will see a heading that says ‘**Number of Responses**’, this is where you can tell how many students have provided feedback.

The feedback the student/s provide is then automatically populated into your Leadership Reflector Appraisal Report.

If I sought more information who would I speak to?

For more information visit www.interlead.co.nz, email lr@interlead.co.nz or contact one of our team. We will be very happy to provide you with the information you require.



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