

Resource Teachers: Learning and Behaviour

RTL B Professional Practice Toolkit

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1. Introduction to Professional Practice Toolkit

This section of the toolkit describes what RTLB practice looks like. It describes how this practice helps schools/kura and Kāhui Ako effectively support students to learn, achieve and reach their potential. Through a common understanding of, and appreciation for RTLB practice, everyone with a role in their RTLB cluster can ensure the service contributes to realising the Ministry's priority of improving outcomes for all children and young people.

RTLB teams (also known as 'clusters') are groups of itinerant, fully-registered specialist teachers who have the training and skills to provide the RTLB service. RTLB work with teachers and schools/kura and Kāhui Ako to find solutions that support children and young people with substantial barriers to learning and build teacher and school inclusive practice capability.

Each cluster has an allocated number of RTLB positions and has a professional leadership structure (cluster manager and practice leaders) that ensures all RTLB provide an effective, quality service to cluster schools/kura and Kāhui Ako.

RTLB are responsible for providing the RTLB service in cluster schools/kura and Kāhui Ako in accordance with the *RTLB Professional Practice Toolkit*. The Board will ensure the Government's priorities and the Ministry's annual service priorities and service expectations are embedded in the work of the service. They are listed in the *RTLB Funding Agreement*.

RTLB practice is in accordance with the principles in the three articles of the Treaty of Waitangi:

- partnership (article one) by working effectively with iwi and other Māori providers involved with a student
- protection (article two) by valuing children as tāonga
- participation (article three) by ensuring whānau and families have the opportunity to participate in the process.

The **key stakeholders** in the RTLB service include:

- cluster schools/kura and Kāhui Ako who represent their communities, including:
 - their teachers and students
 - their families and whānau
 - their iwi and Māori parents/community
 - their Pasifika parents/community
- RTLB
- the local Ministry of Education who represents:
 - o Learning Support
 - o Early Childhood Education (ECE).

1.1 Some expectations about the RTLB role

There are core beliefs that underpin RTLB work:

- the most effective way to make gains for students is by focusing on student potential rather than on student underachievement
- RTLB see their case work as teaching and learning opportunities not as student problems
- the curriculum can be differentiated, and classroom programmes adapted, to meet the needs of all children and young people within an inclusive schooling environment.

RTL B support facilitates change through:

- effective teaching and practices that respond to the context
- excellent knowledge of effective teaching and learning
- a commitment to inclusive education
- a commitment to achievement for all
- working alongside others to provide practical support and advice
- adhering to the principles of RTL B practice
- following the sequence of RTL B practice
- keeping students' need and achievement at the centre of any service provided
- maintaining trusting, professional relationships within cluster schools/kura, Kāhui Ako and with parents/whānau, communities and community agencies.

1.2 A word about the bigger picture

RTL B contribute to the Ministry of Education's vision *to see all children and students succeed personally and achieve educational success.*

The Ministry's [Four Year Plan 2016-2020](#): states:

We will see higher and more equitable levels of participation, engagement, achievement enabled by:

- **Better tailoring.** *Responsive educational services which meet the needs and raise the aspirations of all children and students.*
- **Better targeting** *of investment, resources, support and expertise to drive innovation and improve results.*
- **More effective collaboration** *at all levels to raise achievement.*
- **Better, more relevant educational pathways** *through the education system and beyond into the workplace and society*
- **More evidence-based decision-making** *by parents, teachers, leaders, providers and Government.*

The *New Zealand Curriculum* sets out a vision for all of our young people to become confident, connected, actively involved lifelong learners.

Schools/kura and Communities of Learning | Kāhui Ako are responsible for the educational achievements of all children and young people, with support from the Ministry of Education and other education services, agencies and organisations. Resource Teachers: Learning and Behaviour is one of these services.

The board of trustees will ensure the cluster prioritises services to support the achievement of Māori and Pasifika students and to support inclusive practices in schools/kura. The board will also ensure the Government's priorities and the Ministry's annual service priorities and service expectations are embedded in the work of the service.

1.3 What culturally responsive means

Working with Māori, working with Pasifika, working with all cultures

The terms 'culturally responsive' and 'culturally appropriate' are used. This is about RTLB understanding a student's history, customs and world view and working in a genuine partnership with parents/whānau and families. Ministry documents and plans that inform working in a culturally responsive way include:

- [Tātaiako – cultural competencies for teachers of Māori learners](#)
- [The Māori Education Strategy: Ka Hikitia – Accelerating Success](#)
- [Pasifika Education Plan](#)

The higher-level principles within these documents can also be applied to effective teaching practice for the many other cultures present in our New Zealand schools/kura and Kāhui Ako.

2. He Urunga Tū an Entrance to Engagement

He Urunga Tū

An Entrance to Engagement

Tangata Whenua

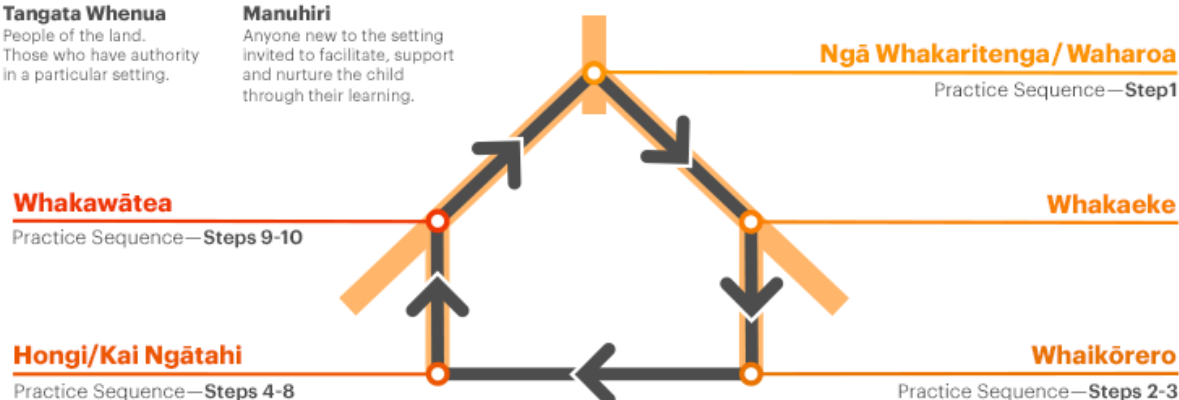
People of the land.
Those who have authority in a particular setting.

Manuhiri

Anyone new to the setting invited to facilitate, support and nurture the child through their learning.

Tangata Whenua and Manuhiri may include:

Mokopuna, Tamaiti, Whānau, Hapū, Iwi, Ākonga, Hāpori, Liaison RTLB, SENCO, school staff, Government and Non-Government Agencies.



He Urunga Tū is about:

Tangata Whenua

People of the land. Those who have authority in a particular setting.

Manuhiri

Anyone new to the setting invited to facilitate, support and nurture the child through their learning journey.

Tangata Whenua and Manuhiri may include Mokopuna, Tamaiti, Whānau, Hapū, Iwi, Ākonga, Hāpori, Liaison RTLB, learning support coordinators, school staff, Government and Non-Government Agencies.

The practice sequence includes:

- NGĀ WHAKARITENGA/WAHAROA Practice Sequence - Step 1
- WHAKAEKE
- WHAIKŌRERO Practice Sequence - Steps 2-3
- HONGI/KAI NGĀTAHI Practice Sequence - Steps 4-8
- WHAKAWĀTEA Practice Sequence - Steps 9-10

2.1 NZRTL B Tohu



“Aroha Ki Nga Tamariki – Love to all children” Wharewera
Koopu (*Ngāti Awa, Whānau ā-Apanui*)

The *tohu* is based on the famous Māori proverb:

He taonga rongonui, te aroha ki te tangata
Goodwill towards others is a precious gift

The *tohu* is:

- a *koru* design that is symbolic of Māori art form
- a *koru* design that depicts *ngā tamariki*, *ngā mātua* and *kaiako* - all intertwined together in some way
- a *tohu* that is uncomplicated and could easily be carved as a *manaia* if required and worn as a *taonga*
- a *tohu* that could incorporate a Māori proverb that is relevant to the work of RTL B.

The Māori *tohu* shows two smaller figures (*ngā tamariki*) being embraced by two larger figures (*ngā pākeke*).

Ngā pākeke represent *kaiako* and *ngā mātua* who are embracing, teaching and nurturing *ngā tamariki*. This is done under the umbrella of RTL B guidance (note the umbrella shape).

The *tohu* is purposely heart-shaped – Children are at the heart of the RTL B service.

Note: This *tohu* was originally designed and gifted to the NZRTL B Association by Wharewera Koopu (Ngāti Awa, Whānau ā-Apanui). Contributors to the development of *He Urunga Tū – An Entrance to Engagement* opted for this design to be at the centre of the framework as it was designed specifically to reflect our RTL B practice.

2.2 HE URUNGA TŪ - An Entrance to Engagement

He Urunga Tū – *An Entrance to Engagement* was borne out of a challenge for RTLB best practice to:

- reflect the principles of the *Te Tiriti o Waitangi*
- be culturally responsive and inclusive
- embed *Ka Hikitia – Accelerating Success 2013-2017* and *Tātaiako: Cultural Competencies for Teachers of Maori Learners* into our practice
- validate and acknowledge the “*work before the work*” that takes place before RTLB can engage with the *Request for Support*
- clarify the roles of RTLB, *whānau*, *kaiako* and *kura* through a culturally responsive lens
- validate and acknowledge the physical, mental, emotional and spiritual domains of the person/people involved
- create a safe working platform for RTLB to conduct themselves in a way where they could be most inclusive and least intrusive
- honour the entire process from the beginning to the end while recognising that every phase of the process is valued.

Using this framework RTLB may enable ākonga, kaiako and whānau self-determination. RTLB are *manuhiri* who are invited to facilitate, support and nurture the child through their learning journey. ‘*Ahakoā ko wai, ahakoā nō hea - No matter whom they are or where they are from*’.

The He Urunga Tū framework enables RTLB to be effective, inclusive, culturally responsive and safe in their practice. It guides and supports RTLB to facilitate the process in a manner that is respectful and professional and maintains positive working relationships.

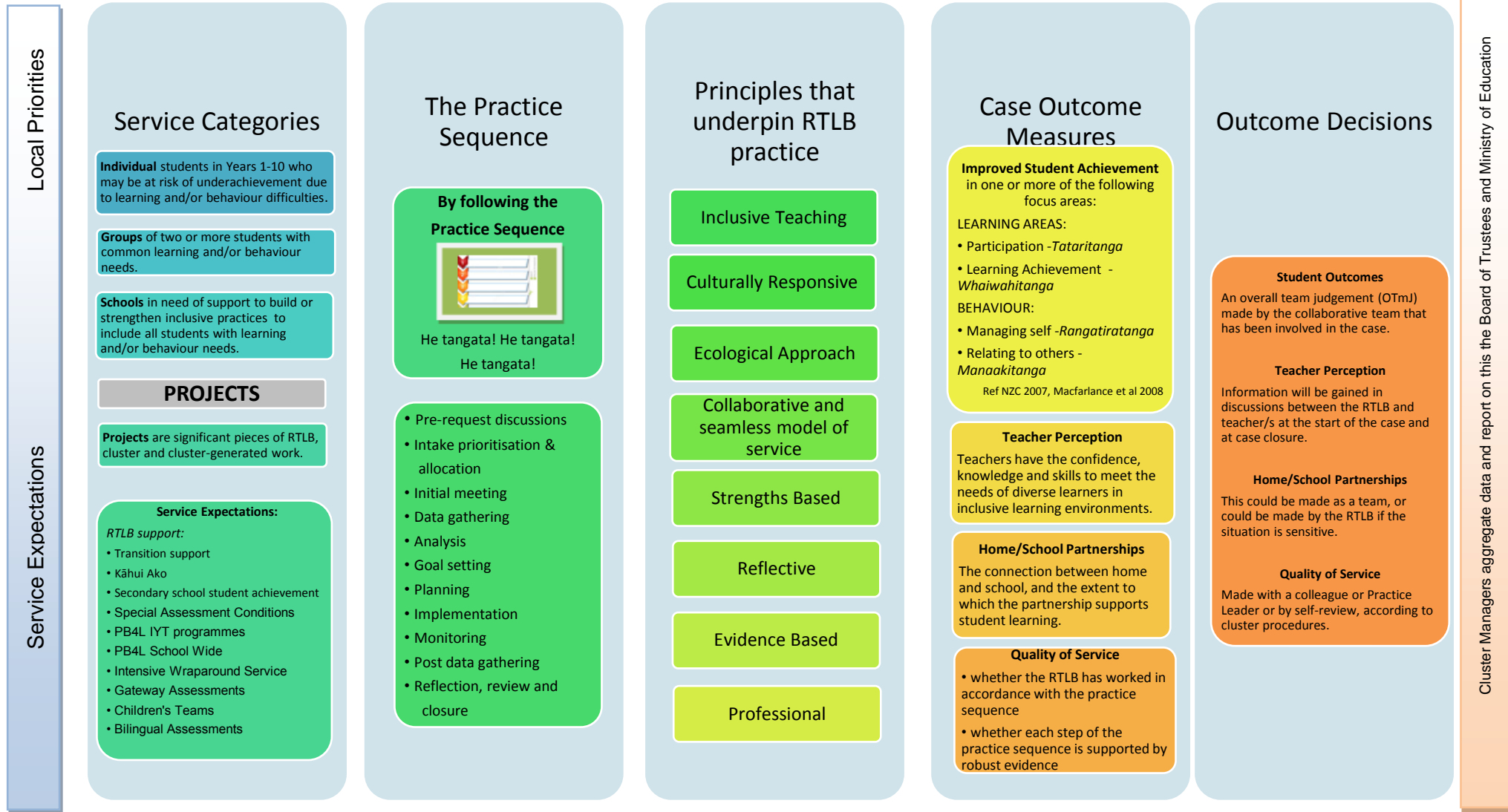
He Urunga Tū – *An Entrance to Engagement* framework contains five key phases:

- Ngā Whakaritenga/Waharoa
- Whakaeke
- Whaikōrero
- Hongi/Kai Ngātahi
- Whakawātea.

Each phase links to the *RTLB Practice Sequence stages*. The He Urunga Tū framework uses the analogy of *pōwhiri* to illustrate that RTLB work in *kura* is always by invitation to support the *ākonga*, *kaiako* and *kura*.

3. Practice

3.1 Practice overview



3.2 Principles

There are eight principles guiding RTLB practice.

- Inclusive education
- Culturally responsive
- Ecological
- Collaborative and seamless model of service
- Strengths based
- Reflective
- Evidence based
- Professional

3.2.1 Inclusive education

Recognising and valuing the diversity and contribution of all children and young people, RTLB assist schools/kura, Kāhui Ako, and teachers/kaiako to develop:

- effective classroom environments that enhance learning, behaviour, self-identity, participation and contribution
- strategies for identifying and breaking down barriers to inclusion in the least intrusive way.

For more information, visit the Ministry of Education website,

<http://www.education.govt.nz/school/running-a-school/inclusiveeducation/>

The website [*Inclusive Education \(Guides for schools\)*](#) provides New Zealand educators with practical strategies, suggestions and resources to support the diverse needs of all learners.

3.2.2 Culturally responsive

New Zealand communities are diverse, with many different cultures, ethnic, religious and socio-economic groups. RTLB understand and respect the social and cultural influences on learning in the multi-cultural context of Aotearoa New Zealand. They work to strengthen confidence in cultural identity and the connection between parents//families/whānau and school/kura communities.

The RTLB service supports the identified needs of students in their communities by:

- appreciating the diversity that individual RTLB bring to their cluster
- increasing the cultural competence of the RTLB workforce.

RTLB practice will:

- develop positive, culturally responsive relationships with students and their families/whānau
- use practices that reflect learners' cultural values, knowledge and ways of learning
- empower students from all cultures to succeed.

This principle places importance on cultural knowledge and understanding and the right of Māori to define, protect, promote and control all their tāonga and resources. RTLB develop

relationships with Māori whānau and community members so they can actively participate in the decision-making process to improve the achievement of Māori students. Interventions involving Māori students should take the Māori potential approach and emphasise the importance of language, identity, culture and sharing knowledge in partnership with students, parents, families/whānau and teachers/kaiako.

RTLb practice will contribute to accelerating Māori student achievement by:

- identifying the needs of Māori children and young people within the cluster
- identify and develop RTLb who have the skills and knowledge to work in Māori medium settings
- working for and with parents, families/whānau, iwi and hapū and delivering a culturally responsive service.

The Treaty of Waitangi

RTLb practice is in accordance with the principles in the three articles of the Treaty:

- partnership (article one) by working effectively with iwi and other Māori providers involved with a student
- protection (article two) by valuing children as tāonga
- participation (article three) by ensuring whānau and families have the opportunity to participate in the process.

Tātaiako

RTLb recognise, value and respond to the needs of Māori by incorporating the competencies within “Tātaiako – cultural competencies for teachers of Māori learners”. The competencies are:

- Wānanga: participating with learners and communities in robust dialogue for the benefit of Māori learners’ achievement.
- Whanaungatanga: actively engaging in respectful working relationships with Māori learners, parents, whānau/families, hapū, iwi and the Māori community.
- Manaakitanga: demonstrating integrity, sincerity and respect towards Māori beliefs, language and culture.
- Tangata Whenuatanga: affirming Māori learners as Māori. Providing contexts for learning where the language, identity and culture of Māori learners and their whānau is affirmed.
- Ako: taking responsibility for own learning and that of Māori learners.
- Recognising, valuing and responding to the needs of Pasifika learners.
- Ensuring culture and identity are acknowledged and valued and shape the work of RTLb.

The Maori Education Strategy: Ka Hikitia

Ka Hikitia is the Ministry of Education's strategy to improve the performance of the education system for and with Māori. It emphasises the importance of a Māori potential approach in education and focuses on:

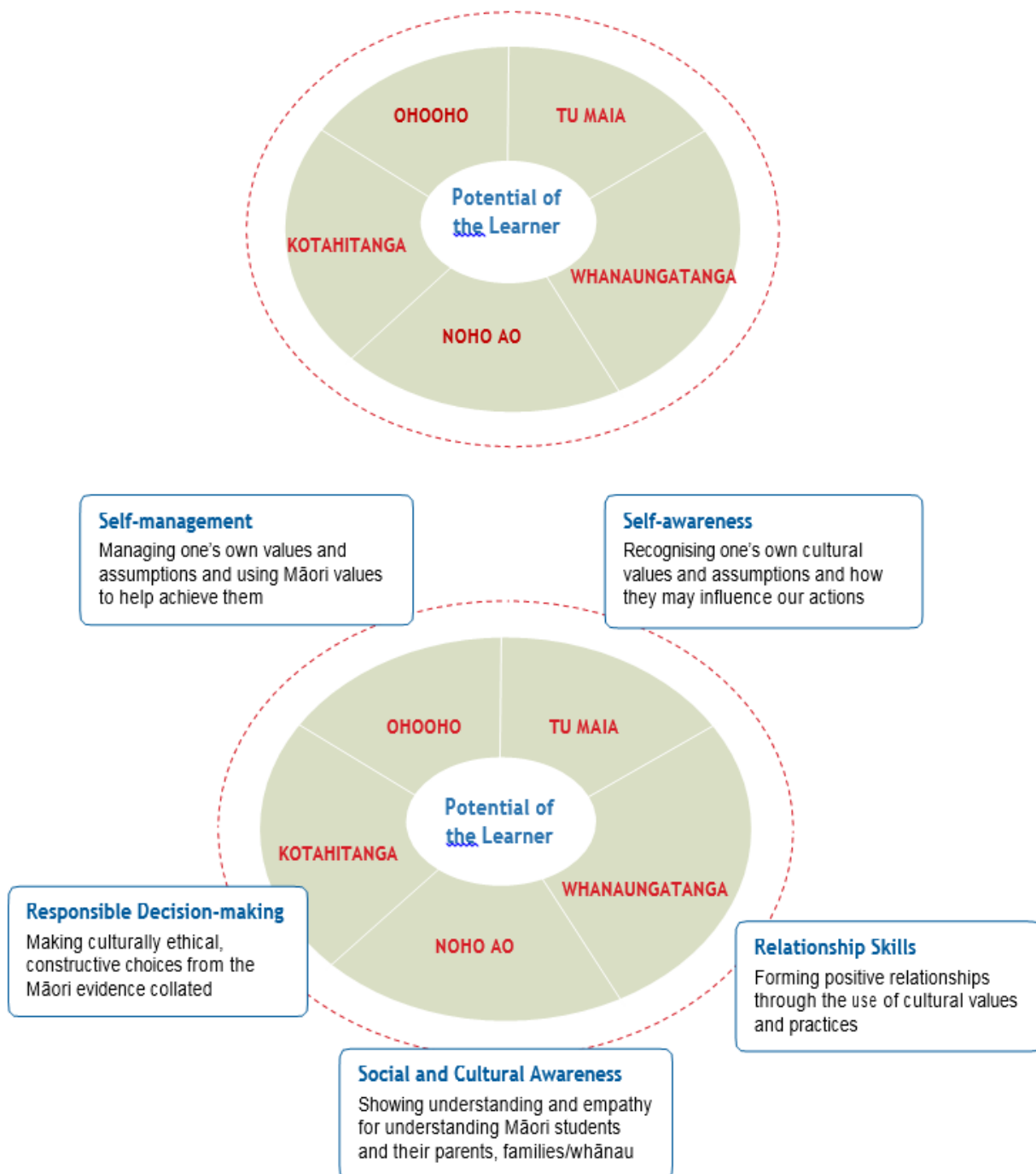
- realising potential
- identifying opportunity
- investing in people and local solutions, communities or networks of provision
- tailoring education to the learner
- indigeneity and distinctiveness
- collaborating and co-constructing.

Ka Hikitia also emphasises the importance of ako

Ako describes a teaching and learning relationship where the educator is also learning from the student in a two-way process and where educators' practices are informed by the latest research and are both deliberate and reflective. Ako is grounded in the principle of reciprocity and also recognises that students and their whānau cannot be separated (*Ka Hikitia*, p.16).

For more information about the Māori education strategy: [Ka Hikitia](#), visit the Ministry website,

Framework for Building Meaningful Relationships & Success for Māori:



Working with Pasifika

The *Pasifika Education Plan* (PEP) is aimed at raising Pasifika learners' participation, engagement and achievement from early learning through to tertiary education. PEP puts Pasifika learners, their parents, families and communities at the centre, so that all activities ensure the Ministry of Education and Education Partner Agencies are responding to the identities, languages and cultures of each Pasifika group (p.3).

Pasifika students come from a range of Pacific islands each with unique cultural and language identities. Interventions involving Pasifika students must be appropriate for their unique cultures. It cannot be assumed that what is appropriate for one Pasifika culture will be appropriate for all Pasifika cultures.

For more information about the [Pasifika Education Plan](#), visit the Ministry website,

Collaborating with whānau/families

RTLb interventions should acknowledge the family's aspirations for their child's education.

Families/whānau should:

- be actively engaged and involved in all aspects of the process
- feel encouraged and empowered in their knowledge and decision-making.

Communication with families should be culturally appropriate, for example:

- accessing an interpreter if necessary
- involving appropriate liaison people from their community
- establishing and building on positive relationships.

3.2.3 Ecological Approach

The students' needs and the programmes, interventions and support provided must be understood and shaped within the context of the students' current learning environment. Using an ecological approach to the interventions means student learning behaviour is assessed within the normal routines, interactions and practices of their classroom and school/kura.

The ecological view is that:

- the student and their learning environment relate to and define each other
- learning is an on-going, interactive and contextualised process
- learning behaviour should be considered in the larger cultural context in order to properly understand the assessment
- any mismatch between students' physical, interpersonal and learning environments and student characteristics and needs is identified.

3.2.4 Collaborative and seamless model of service

This principle is about consulting and working with Ministry Learning Support, schools/kura and Kāhui Ako, teachers/kaiako, students/ akonga, families/whānau and communities and professional communities of practice, to put in place effective strategies and programmes to achieve mutually agreed goals. RTLB value open communication and the sharing of knowledge.

The key to this principle is placing the student at the centre and asking, “How can we best meet the needs of this student?”

1. Collaborative consultation involves:
 - negotiating, facilitating and supporting schools//kura to make sustainable change
 - parents, families/whānau contributing information and being involved in the development of goals
 - working with teachers/ kaiako to build capability and knowledge to provide effective learning environments for all children and young people
 - encouraging learner participation in planning their progression and evaluating their learning
 - team members using a collaborative, proactive and solutions focussed framework as described in the RTLB practice sequence
 - co-construction of goals and interventions.

2. Seamless inter-professional practice is when professionals learn with, from and about each other to strengthen their own professional identity and practice and to collaboratively improve outcomes for all. This involves:
 - RTLB, Ministry of Education Learning Support and agencies from different professional backgrounds working together with families/whānau and schools//kura and Kāhui Ako to support improved outcomes for students/tamariki.
 - all members of the team participating and relying upon one another to accomplish common goals
 - maximising the strengths and skills of all team members
 - developing and maintaining professional, trusting and respectful relationships
 - communicating with clarity and openness
 - facilitating interaction, exchange and co-reflection of the inter-professional team
 - supporting transition between RTLB, Ministry of Education Learning Support and other agencies
 - improving practice within each profession to better support and complement that of others.

3.2.5 Strengths based

RTLb value all people involved in facilitating improved outcomes for children and young people and seek to maximise their potential and participation. This principle is about finding solutions by looking at the strengths and resources of:

- learners
- parents, whānau/families
- teachers/kaiako □
- the school/kura
- iwi.

Intervention goals should:

- acknowledge and enhance strengths
- strengthen cultural identity
- focus on the future and not the past
- rekindle hope
- facilitate change
- be sustainable
- enhance the motivation, capability and capacity of the collaborative team.

3.2.6 Reflective

Recognising and valuing the importance of evaluating practice for future improvement, RTLb keep records of each step in the practice sequence as per cluster protocols. This allows RTLb to continuously reflect on their practice to ensure fidelity to programmes and better outcomes for children and young people. RTLb evaluate their professional practice:

- in terms of the match between the RTLb's behaviour and their intentions
- in terms of the outcomes achieved for students/tamariki, parents, families/whānau and school communities
- with reference to established theory and examples of exemplary practice.

3.2.7 Evidence based

Visible throughout the RTLb practice sequence, Evidence Based Practice (EBP) is an integral part of RTLb work. Opportunities for collaboration with colleagues and whānau focus on strengths, data, best evidence, and what works. RTLb use evidence-based interventions as they provide more effective support for children and young people, families/whānau, teachers/kaiako and school communities (*Effective RTLb Practice, 2011*). RTLb support those involved with the learner and enable them to integrate new learning with existing knowledge, skills and experience to engage all learners within the context of the classroom.

RTLb interventions should demonstrate evidence-based practice. Evidence Based Practice is "the data we select – the relevant information that we notice from the external research work and from our own practice – and the interpretations we make from that data" (*Policy Implementation and Cognition: Reframing and Refocusing Implementation Research 2002*).

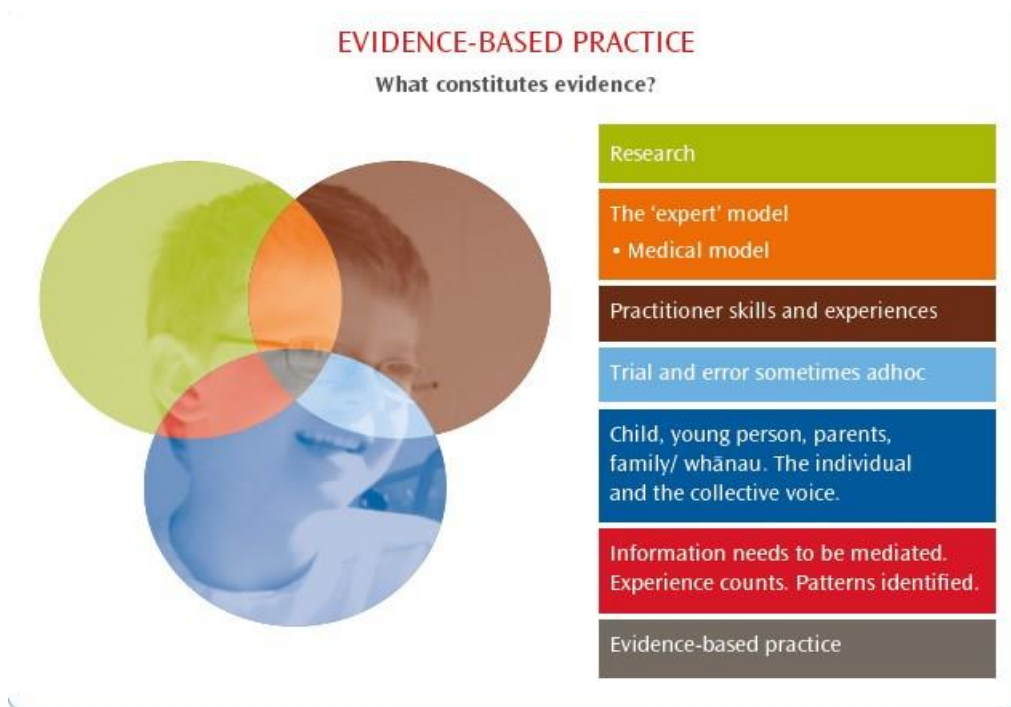


Figure 1: Evidence-based diagram from Special Education

This model illustrates the importance of integrating RTLB knowledge, the learner's context and valid research to inform practice.

The process of interpretation is one of sense making: asking questions about the data to create new and useful knowledge. Four steps are identified in the sense-making process:

- Noticing
- Framing
- Interpreting
- Constructing meaning

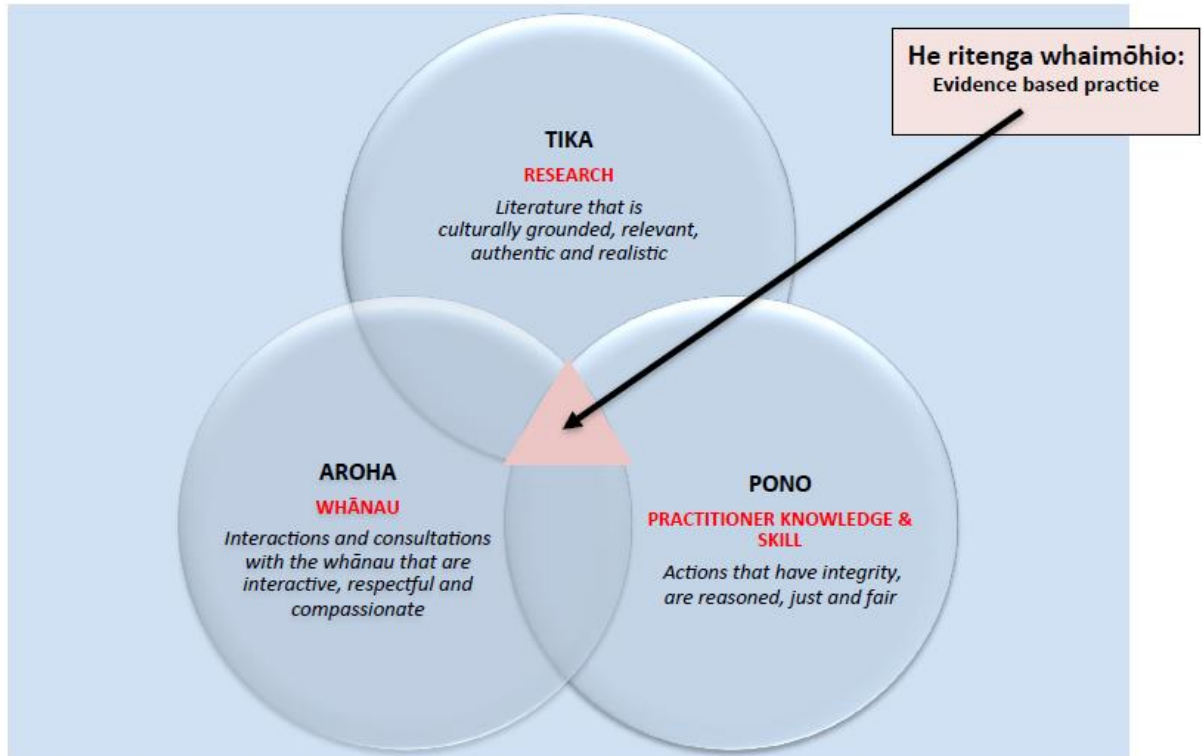
This takes time, effort and the use of prior knowledge. It becomes a dynamic interaction of research evidence, practitioner expertise and the voice of teacher/ whānau /student.

Useful evidence helps provide answers to the questions or hypotheses being investigated. This means that the tools and approaches used to gather data must relate to the purpose of the inquiry and the context in which it is taking place. Inquiry can draw on informal evidence, such as observations and interviews, and formal evidence, such as standardised achievement data. Related research findings by others from outside the immediate context are another valuable source of evidence, provided it too is collected and actively interpreted for the purpose and the context (*Inquiry and Evidence Based Practice*).

Other Models of Evidence Based Practice

He ritenga whaimōhio:

Culturally grounded and informed evidence based practice



Māori cultural supervision: A kaupapa Māori model to support special education practice.
(S. Macfarlane, 2010)

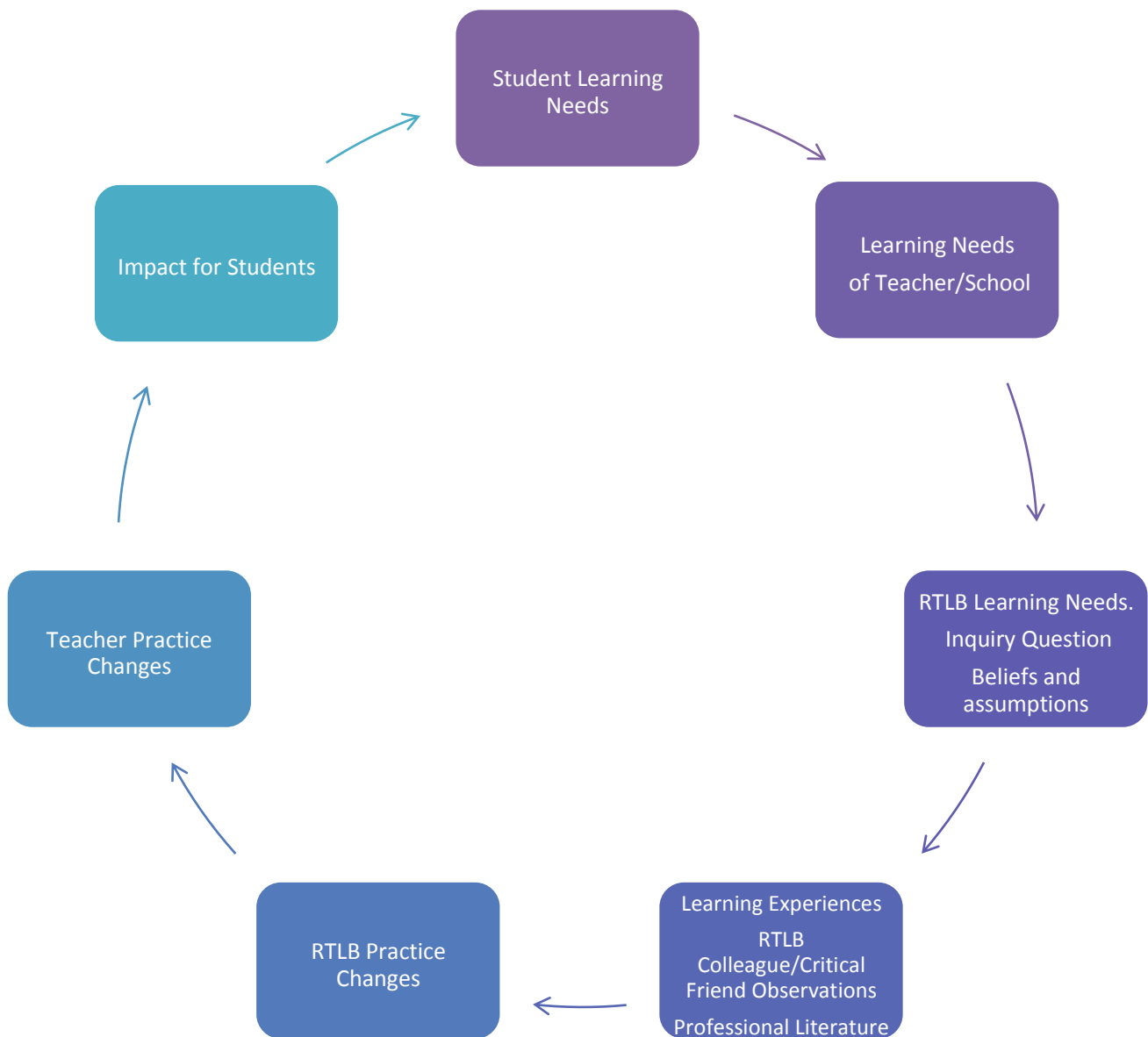
Teaching as Inquiry

RTLB practice fits within the Inquiry Cycle and each stage is visible within the RTLB Practice Sequence.

The following considerations are critical when planning an inquiry cycle:

- decide how to gather evidence
- decide how to critically analyse data
- the collaborative process and activities scaffold learning.

Teacher and student inquiry cycles may occur alongside the RTLB inquiry cycle:



Springboards to Practice

Springboards to Practice were developed as part of the Enhancing Effective Practice Special Education project.

“The Springboards weave research information together with student, parent and teacher voices into practical teaching suggestions”. Evidence is considered from the following sources:

- professional practitioners
- from whānau/families and young people about their lived experience
- from research (national and international)
- from RTL inquiry (local action research).

(Ministry of Education, 2005)

3.2.8 Professional

The Code of Professional Responsibility and Standards for the Teaching Profession

The Code of Professional Responsibility replaced the Code of Ethics from 30 June 2017 and applies to all certificated teachers and those who have been granted a Limited Authority to Teach, in every role and teaching context. It is a set of aspirations for professional behaviour.

The Standards for the Teaching Profession provide holistic descriptions of what quality teaching looks like in Aotearoa New Zealand.

The values of whakamana, manaakitanga, pono and whanaungatanga underpin *Our Code, Our Standards*. They define, inspire and guide us as teachers.

For more information, visit the Education Council website, <https://educationcouncil.org.nz/content/our-code-our-standards>

As itinerating specialist resource teachers, RTLB work across schools/kura and Kāhui Ako within a cluster. Each of the 40 clusters are employed by a lead school board of trustees and are therefore subject to the lead school employment policies and protocols. RTLB are employed under primary, secondary or area school collective/individual employment contracts.

RTLB act ethically, promoting positive values and maintaining and raising professional standards. They do this by:

- gaining ongoing written, informed consent from families/whānau and/or caregivers during case work
- familiarising themselves with relevant school policies and procedures relating to the safety and wellbeing of children and young people
- following cluster policies and protocols
- adhering to relevant school policies and procedures related to the safety and wellbeing of children and young people.

Privacy

RTLB must comply with the Privacy Act 1993 and the Health Information Privacy Code 1994 when dealing with personal information.

For information about sharing information about vulnerable children, visit the Privacy Commissioner website, <https://www.privacy.org.nz/how-to-comply/sharing-information-about-vulnerable-children/>

Health and Safety at Work Act 2015

RTLb must comply with their obligations under the Health and Safety at Work Act 2015. For additional information visit <http://www.worksafe.govt.nz/worksafe/hswa>

3.3 RTLb Practice Sequence

RTLb follow a structured process which includes three main phases:

1. Pre-Request for Support
2. Request for Support – Prioritisation and Allocation
3. Practice Sequence

A structured process ensures:

- everyone involved understands how the RTLb service works
- the reason for the request for support is well understood
- roles and responsibilities are clarified and understood
- evidence is gathered and analysed
- akonga outcomes can be identified, planned for, implemented, monitored and measured
- strategies and interventions can be implemented, monitored and effectiveness measured.

Pre-Request for Support

Each cluster has a system for communicating regularly with every school in the cluster. RTLb support schools/kura and Kāhui Ako to identify needs and appropriate requests for support. This may be facilitated by a liaison RTLb.

During this phase, RTLb:

- ensure they are familiar with the learning support needs policies and procedures within each school/kura and Kāhui Ako
- assist schools/kura and Kāhui Ako to explore various pathways for building inclusive practices
- clarify the need with the teacher/s/kaiako in the school requesting support
- may support schools/kura and Kāhui Ako to complete requests for support
- keep schools informed of the status of requests for support.

Request for Support (Prioritisation and Allocation)

Each cluster has a process that ensures there is equitable access to the RTLb service. Each cluster, in collaboration with the Ministry of Education's learning support service, has an equitable system for prioritising and allocating requests for support on a regular basis.

Requests for support must fit within the RTLb scope of practice and are focussed on:

- individual student learning/behaviour
- groups of students' learning/behaviour or
- schools'/groups of schools' including Kāhui Ako's inclusive practice.

RTLb will verify consent has been obtained from the relevant stakeholders including parents/whānau and when appropriate, the ākonga concerned (for individual cases).

Note: Informed consent is an on-going process in which a person can provide consent for specialist activities. Informed consent implies: having enough information to make a decision, the information is understood, the person is able to make a choice and is competent to decide and is not forced or pushed into deciding (coercion or pressure). A person needs to know what the choices are, when/how the action is going to happen and what the anticipated outcomes are.

Once the request for support has been prioritised and allocated, the RTLb responds by working through the RTLb practice sequence. The steps may not always be followed in order, but rather are followed with flexibility, ensuring that the needs of the learner are at the centre, for example, sometimes new information may require going back to a previous stage in the sequence.

Improving outcomes for ākonga is central to all RTLb interventions. The focus of interventions may be an individual, a group, a school or a group of schools/Kāhui Ako.

The collaborative team involved in working through the practice sequence includes RTLb, teachers/kaiako (e.g. class teacher, principal, SENCo/learning support coordinator), parents/whānau, family caregivers and Ministry Learning Support; other agencies may be involved when appropriate.

The 10-step sequence:

- | | |
|-----------------------------|--|
| 1. Ngā Whakaritenga/Waharoa | Initial meeting |
| 2. Whaikōrero | Data gathering |
| 3. | Analysis |
| 4. Hongi/Kai Ngātahi | Goal setting |
| 5. | Planning |
| 6. | Implementation |
| 7. | Review, reflect and refine (monitoring) |
| 8. | Post implementation data gathering/follow up |
| 9. Whakawātea | Review, reflect (and either move to step 10, or return to an earlier step) |
| 10. | Close |

Ngā Whakaritenga/Waharoa: Step 1

1. Initial meeting

The purpose of the initial meeting is to develop collaborative relationships, clarify roles and responsibilities and explain the RTLb way of working. There may also be initial contact with parents/whānau, and/or caregivers. They should be engaged, welcomed, empowered and affirmed in their expertise and knowledge of the ākonga throughout the process.

At the initial meeting:

- consider local/cultural knowledge, school culture, key people, stakeholders
- the RTLB role is discussed and agreement reached regarding service provision
- further information is gathered, and the specific needs are clarified
- preferred pathways for on-going contact through the intervention are established
- agreement is reached on what data will be collected, how this will be done, who will do what, and what exit (or closure) will look like.

Whakaeke

- Liaison RTLB facilitates introductions of new RTLB in the school.
- Listen for the key issues.
- Consider pathways with key people.

Whaikōrero: Steps 2-3

2. Data gathering

Pre-implementation data (baseline information) is gathered in this step and recorded for outcomes reporting purposes. The measures used for gathering pre-implementation data and for gathering (post) implementation data (closure information) will be the same.

- Ensure that authentic voice is sought from ākonga/whānau/kura/hāpori
- Consider cultural, academic and social strengths

Data gathering should be guided by an ecological approach and by evidence-based practice. The process should involve the collaborative team and be culturally responsive.

There should be multiple sources of data gathered. These might include, but are not limited to:

- observations and interviews including interactions within the classroom and the perspective of the learner/ākonga and /parents/whānau
- functional assessments of behaviour or academic behaviour
- curriculum-based assessment.

3. Analysis

Analysis should provide a framework for organising and evaluating the gathered data. Through this process the collaborative team should:

- evaluate all available data
- identify the contextual factors influencing ākonga learning
- identify, define and prioritise key trends
- develop shared hypotheses
- keep clear records about the analysis.

Hongi/Kai Ngātahi: Steps 4-8

4. Goal Setting

In this step the team will draw on the data and the analysis to:

- identify, define, prioritise and agree on outcomes
- identify solutions that will build capacity
- set **Specific, Measurable, Achievable, Realistic, Time-framed** goals targeted at meeting agreed outcomes (SMART)
- co-construct a collaborative action plan (CAP) with all stakeholders.

5. Planning

Through shared planning, the collaborative team will consider and evaluate possible, realistic actions, strategies, and programmes that may be appropriate to achieve the desired outcomes.

Proposed strategies are evaluated for:

- cultural responsiveness
- inclusiveness
- contextual relevance
- availability of resourcing
- capacity for successful implementation
- relevance to the New Zealand Curriculum or Te Marautanga o Aotearoa
- strengths-based practice
- evidence-based practice
- how new learning can be generalised and sustained.

Once a strategy is agreed, the team will decide on:

- implementation
- roles and responsibilities
- how progress will be recorded
- what monitoring will look like
- the review date.

6. Implementation

All team members contribute to and support the implementation of the agreed plan.

Implementation should:

- use a culturally responsive approach
- occur in the context of the environment
- promote inclusiveness
- be timely
- be supported by the all members of the collaborative team
- be faithful to the agreed plan
- have progress against set goals regularly recorded
- identify and address any barriers to successful implementation as they arise
- include a plan for team review of planned goals and strategies.

7. Review Reflect and Refine (Monitoring)

RTLb facilitate regular collaborative team mentoring to ensure on-going evaluation of effectiveness and fidelity of implementation. This ensures adherence to the plan and allows for agreed adaptations to be made, if needed.

Factors that could be monitored include:

- effectiveness/movement towards the attainment of agreed goals and outcomes
- quality of delivery
- cultural responsiveness
- timeliness of delivery
- impact of the service on Māori and Pasifika
- generalisation and sustainability of learning
- modifications needed
- appropriateness of implementation
- resourcing
- the strategies and interventions used.

8. Post implementation data gathering

The measures used for gathering pre and post implementation data (closure information) will be the same as the measures used at Step 2 above. The post implementation data is recorded for outcome reporting purposes. Outcomes data collected at case, cluster and national level provides evidence of the positive impact of RTLB work.

Whakawātea: Steps 9-10

9. Reflect and review

RTLB facilitate reflection by the collaborative team. The team reviews the intervention and considers whether outcomes were achieved. If not achieved, the team may decide to cycle back to earlier steps in the sequence e.g. data analysis. Celebrations and barriers to success are noted. This process helps:

- build the practice knowledge of RTLB and other team members
- inform future interventions
- identify performance gaps
- identify the need for professional development
- identify service provision gaps.

10. Close

The decision as to whether a *Request for Support* closes should be based on the needs of the learner. From time to time it is appropriate for *Requests for Support* to span school years.

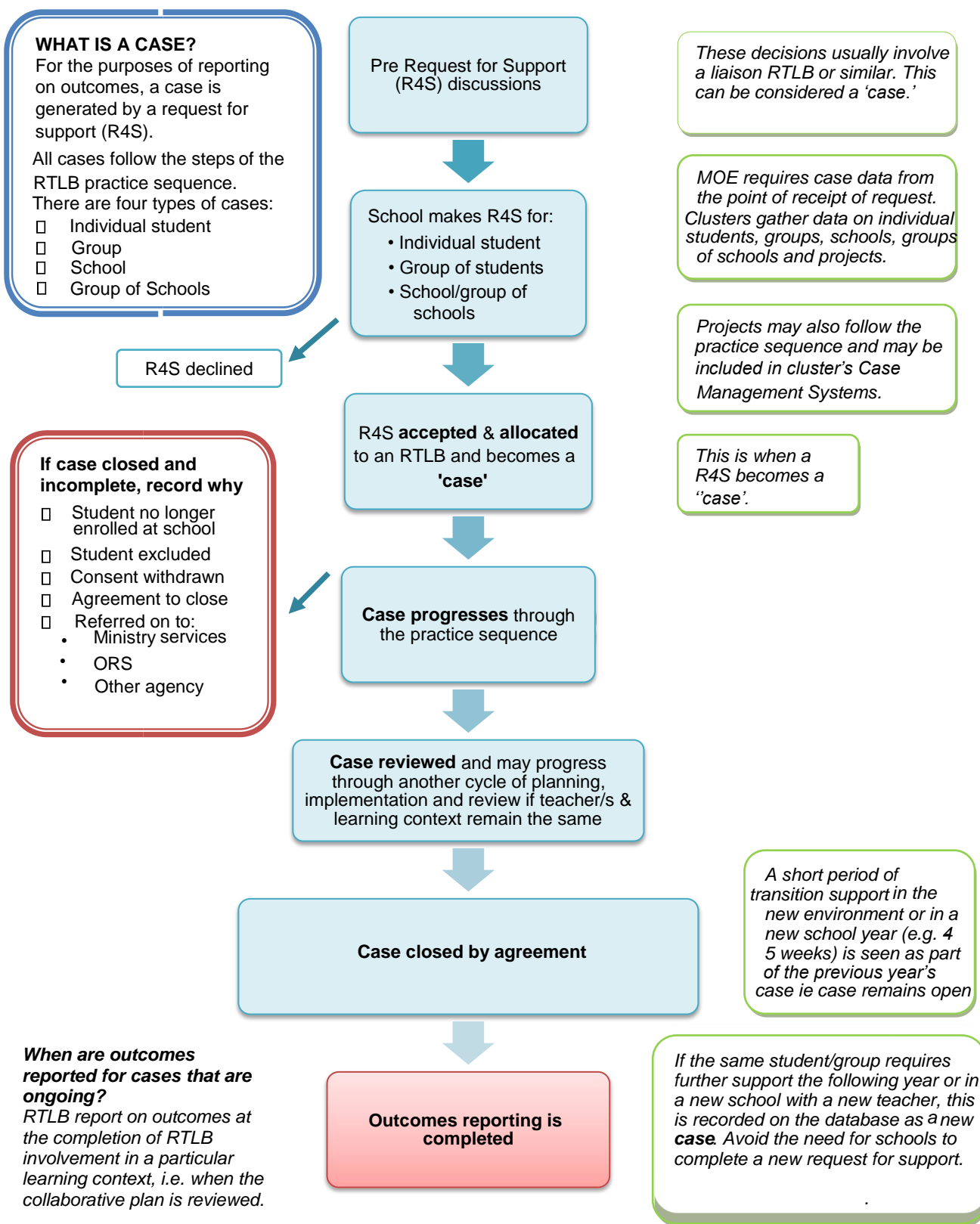
The *Request for Support* may close when:

- the collaborative team agrees the intervention has led to the agreed outcomes; or
- it is identified that other pathways other than RTLB support need to be explored
- the RTLB presents a final summary to the team that records the outcomes of the service. When cases are closed before completion of the practice sequence, RTLB report on the main reason for case closure:
 - student no longer enrolled
 - student excluded
 - consent withdrawn
 - agreement (of the collaborative team) to close
 - referred on to:

Ministry of Education Learning Support Services
ORS
Other agency.

A short period of transition support in the new instructional environment or in a new school year is seen as part of the previous year's case (e.g. 4-5 weeks). The provision of transition support should not be interrupted by requests for support closing unnecessarily at the end of a school year.

3.3.1 Definition of a case



3.4 Outcomes Reporting

During their work RTLB make a difference for learners, teachers, schools/kura and Kāhui Ako and parents/whānau. Outcomes data collected at case, cluster and national level provides evidence of the positive impact of RTLB work.

Having a big picture view of the outcomes of RTLB work helps clusters make wise choices about how best to support teachers and learners and helps inform future practice.

A nationally consistent outcomes framework enables RTLB to use credible and useful data when reporting to parents/whānau, families, teachers, schools/kura and Kāhui Ako, the Ministry of Education and other relevant stakeholders.

Focus areas for RTLB cases

RTLB cases respond to requests for support for:

- individual students
- groups of students
- individual schools, school systems and inclusive practices
- groups of schools/Kāhui Ako schools' systems and inclusive practices.

RTLB indicate one or more of the following focus areas for each case:

Learning:

- Participation – Tātaritanga
- Learning Achievement – Whaiwāhitanga

Behaviour:

- Managing Self – Rangatiratanga
- Relating to Others – Manaakitanga

Case Outcomes Measures

For every case, RTLB use rubrics or scaled indicators to measure key outcomes of their work. Outcomes are measured and recorded for:

- student achievement
- teacher perception
- home/school partnerships
- quality of service.

Note: this data should not be used in isolation for appraisal purposes.

Student achievement outcome measures

For each case, at least one of the four student achievement outcomes is measured:

- Participation
- Learning achievement
- Managing self
- Relating to others.

Only those student achievement outcomes that are relevant to a case or that have been a focus of the work are measured.

The collaborative team agrees to the measures using an overall team judgement (OTmJ).

The measures are recorded twice:

1. at the start of RTLB involvement; and
2. at case closure.

Participation

1	Limited engagement in the learning environment
2	
3	
4	Some progress towards intended outcomes
5	
6	
7	
8	Achieving/exceeding all intended outcomes
9	
10	

Learning Achievement

1	Limited engagement in the learning environment
2	
3	
4	
5	Some progress towards intended outcomes
6	
7	
8	
9	
10	Achieving/exceeding all intended outcomes

Managing Self

1	Limited engagement in the learning environment
2	
3	
4	
5	Some progress towards intended outcomes
6	
7	
8	
9	
10	Achieving/exceeding all intended outcomes

Relating to Others

1	Limited engagement in the learning environment
2	
3	
4	
5	Some progress towards intended outcomes
6	
7	
8	
9	
10	Achieving/exceeding all intended outcomes

Teacher perception outcome measure

At the start of RTLB involvement (at the initial meeting) and at case closure (at the review meeting) feedback is gained from teachers to determine their level of confidence to meet the student's needs and in sustaining inclusive practice. The pre and post data is used as evidence that teachers have the confidence, knowledge and skill to meet the needs of diverse learner/s in inclusive learning environments.

The measure is recorded twice:

1. at the start of RTLB involvement; and
2. at case closure.

1	Needs support to identify and/or meet student needs
2	
3	
4	
5	Gaining in confidence, knowledge and/or skill
6	
7	
8	
9	Highly confident that the improvements made can be sustained
10	

Home/School partnership outcome measure

At the start of RTLB involvement (at the initial meeting) and at case closure (at the review meeting) feedback is gained from teachers and parents/whānau to gauge the strength of the connection between home and school, and the extent to which the partnership supports student learning.

1	Limited connections and partnership building
2	
3	
4	Developing connections and partnership building
5	
6	
7	
8	
9	Established, strong and effective connections and partnership building
10	

Quality of service outcome measures

At case closure a judgement is made about the quality of service being provided by RTLB, in particular:

- whether RTLB have worked in a nationally consistent way, in accordance with the RTLB practice sequence
- whether each step of the practice sequence is supported by robust evidence.

There are two measures that show the quality of the service provided by the RTLB:

- fidelity to the practice sequence
- strength of evidence.

Both outcomes are measured. Each measure is recorded once, at case closure.

Fidelity to the practice sequence

1	RTLB Practice Sequence not followed
2	
3	
4	
5	Some steps of the RTLB Practice Sequence are adhered to
6	
7	
8	
9	
10	All steps of the RTLB Practice Sequence followed and documented

The RTLB uses self, practice leader or peer case review in accordance with cluster procedures, to gauge how closely they have followed the RTLB practice sequence.

Strength of evidence

1	No evidence
2	
3	
4	
5	Some data to demonstrate progress
6	
7	
8	
9	
10	Robust triangulated pre and post data, both qualitative and quantitative

The RTLB uses self, practice leader or peer case review in accordance with cluster procedures to gauge the strength of supporting evidence used at each step of the practice sequence.

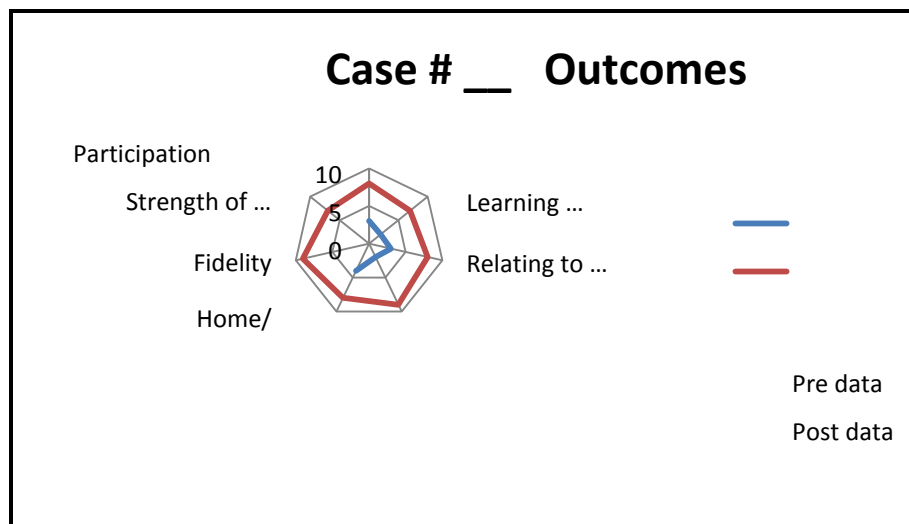
Note: Decisions about procedures for case review are made at cluster level.

Who makes these outcomes decisions?

- ▶ For **student outcomes** decisions will be an overall team judgement (OTmJ) made by the collaborative team that has been involved in the case
- ▶ For **teacher perception**, information will be gained in discussions between the RTLB and teacher/s at the start of the case and at case closure
- ▶ For **Home/School Partnerships** this could be made as a team, or could be made by the RTLB if the situation is sensitive
- ▶ Decisions about **quality of service** are made with a colleague or practice leader or by self-review, according to cluster procedures

EXAMPLE: Case # __

	Participation	Learning Achievement	Relating to others	Teacher confidence	Home/School Partnership	Fidelity	Strength of Evidence
Pre-data	3	2	3	2	4		
Post data	8	7	8	9	8	9	7



Project outcome measures

As well as measuring the outcomes of case work, RTLB also record the outcomes of cluster-generated projects. Cluster-generated projects are in-house pieces of work such as research or resource development. Projects do not follow the practice sequence.

At the completion of a project, the cluster records those outcomes that have occurred as a result of the project:

- project has been formally shared with other RTLB or other relevant professionals
- project has developed an RTLB intervention for use in schools/kura and Kāhui Ako
- project has influenced quality RTLB practice
- project has influenced quality RTLB service provision
- project has led to system or process efficiencies.

Project outcomes are not measured using a rubric or 1-10 scale.

Closed but incomplete RTLB cases

When cases are closed and incomplete, RTLB indicate the reason for case closure:

- student no longer enrolled
- student excluded
- consent withdrawn
- agreement (by collaborative team) to close
- referred on to:
 - Ministry of Education Severe Behaviour Service
 - ORS
 - Other agency.

3.5 Scope of Practice

RTLB practice is focused on teaching and learning in accordance with the New Zealand Curriculum.

The Ministry provides resourcing to school boards of trustees for RTLB to provide high quality and effective learning and behaviour services for schools/kura and Kāhui Ako within a cluster. RTLB support teachers, schools/kura and Kāhui Ako to develop inclusive classroom environments that enhance students' learning, participation and wellbeing.

RTLB practice responds to school initiated requests for support and to current Ministry of Education priorities as outlined in the Funding Agreement between each of the lead schools and the Ministry.

RTLB follow the learning support delivery model where this is in place. The six elements of this model are:

- **Family and whānau connection points.** Families and whānau have someone they can rely on, who knows about their learning needs, and will co-ordinate assistance when they need it.
- **One plan.** The purpose of the single plan is to provide joined up and tailored service to better support the child or young person's individual learning support needs.
- **Working together.** All local education and service providers work together alongside the family and whānau to identify learning support needs, and work out how resources can be used most effectively within the locality to meet those needs.
- **More flexibility.** Local learning support providers and decision-makers use their judgement, based on their knowledge of the child or young person, to enable tailored access to learning support.
- **Better facilitation.** A designated facilitator convenes learning support stakeholders, provides a central point of contact, and connects in wider social services as required.

- **Sharing data.** Schools and kura, early childhood education (ECE) me ngā kōhanga reo, and services within a locality share data and information on learning support needs and services. The data is used to build a clear picture of the local population of learners including their strengths, needs and priorities.

The scope of RTLB practice includes:

- individual, group, school, or group of schools/Kāhui Ako cases
- cluster projects
- inclusive practice professional development for teachers
- supporting student transitions
- working with Communities of Learning / Kāhui Ako
- supporting children and young people who are new to the care of Oranga Tamariki
- Children's Teams
- Bilingual assessments
- supporting secondary schools to establish systems to identify and make applications for students likely to benefit from SAC
- Positive Behaviour for Learning (School Wide PB4L, Incredible Years Teacher)
- Students attending Alternative Education (AE)

Alternative Education (AE) is for learners aged 13-15 years. ALL learners enrolled in state, state integrated schools and charter schools, regardless of where they are being taught, should have access to RTLB. RTLB are not expected to provide services to foreign fee-paying students as they are not resourced to do so.

RTLB have a professional obligation to develop and maintain professional relationships with a diverse range of learners, parents/whānau, caregivers, teachers, schools/kura, Kāhui Ako and other agencies. RTLB maintain close relationships with cluster schools/kura and Kāhui Ako and SENCo/learning support coordinators through the school liaison. RTLB are culturally responsive practitioners. They strengthen connections with communities, marae, hapū and iwi.

Requests for RTLB support for individual students, groups of students or for schools'/kura and groups of schools/Kāhui Ako inclusive practices come from class/subject teachers and from SENCo/learning support coordinators or heads of learning support in accordance with cluster and school processes.

RTLB preserve the intent of the RTLB Toolkit including the practice sequence while ensuring the needs of learners are met. They adhere to the Principles of Practice, and build teacher and school confidence, knowledge and skills.

During school liaison and casework RTLB support schools/kura and Kāhui Ako with applications to other specialists and initiatives including, but not limited to:

- speech language therapists
- psychologists
- paediatricians
- audiologists
- Ongoing Resourcing Scheme (ORS)
- Assistive Technology (AT)
- Intensive Wraparound Service (IWS)

RTLb are allocated cases that are within their areas of capacity, capability and strength. As a way of broadening confidence, knowledge and skill within the role, RTLb may co-work or case share with colleagues.

To ensure a seamless provision of service to schools/kura and Kāhui Ako, RTLb and Ministry of Education Learning Support staff work in partnership. Equitable roles and responsibilities are negotiated, clarified and agreed when cases are co-worked.

Tasks outside the scope of RTLb practice include:

- teaching a particular subject or course
- working as a teacher aide or reliever
- carrying out routine school duties
- providing a counselling, social work, or truancy service
- assuming management responsibility for crisis/traumatic incidents
- making diagnoses of disabilities (e.g. ADHD, dyslexia)
- working as tutor teachers for provisionally registered teachers
- reporting on a teacher's professional abilities or competencies.

3.5.1 Transition

RTLb have a role in supporting transitions for learners into and between classes, schools/kura and Kāhui Ako, educational settings, RTLb clusters and services, and between teachers when informed parental consent is provided.

Guiding principles

A successful transition is:

- planned and deliberate
- based on information/data
- individualised and differentiated for learners, staff, schools/kura and Kāhui Ako, and parents/whānau
- built on strengths and success
- inclusive and based on strong relationships.

Transitions are successful when students feel they belong in their new class or school, are positively connected to peers and teachers and when learning continues seamlessly from one setting to another.

RTLb role in transitions

During transition, RTLb support individual students and schools/kura and Kāhui Ako and foster the relationship between the school and the student's parents/whānau.

Support for transition to school/kura from ECE is collaboratively planned and provided for children and young people identified as having additional learning and/or behaviour needs.

Transition support is collaboratively planned and provided for students at critical transition points including (but not limited to):

- School/kura to school/kura (including Te Kura) particularly within Kāhui Ako.

- Cluster to cluster
- From the end of one school year to the beginning of the next school year
- School/kura to Alternative Education (AE) to school
- School/kura to Stand Villages (Health Camps) to school/kura.

Support for schools/kura and Kāhui Ako

RTLb support schools/kura and Kāhui Ako in the transition process through:

- mentoring and coaching SENCo/learning support coordinators to refine transition processes in cluster schools/kura and Kāhui Ako
- liaison RTLb encouraging them to identify early those students that may benefit from supported transitions
- with parent/whānau consent, inform 'receiving' schools/kura and Kāhui Ako about transitioning students ahead of their arrival at school.

Support for individual students and identified groups of students

Transition support is collaboratively planned and provided for students who are receiving RTLb support at critical transition points. RTLb:

- identify and include key stakeholders who are connected to the student in the transition planning process
- initiate individualised transition planning to minimise risk' factors
- consider creating individual learner profiles including photos and learner and parent/whānau voice
- consider, as part of the plan, the possible collegial support network for the receiving teacher
- ensure that transition plans include students' strengths and interests and successful teaching strategies
- consider the optimal timing of transition activities
- use innovative and flexible practices
- foster children and young people's identity, language and culture e.g. taking a Māori potential approach.

Support for the school parent/whānau partnership

To ensure the success of a transition, RTLb:

- provide regular information to families
- foster constructive relationships with staff, students and families/whānau
- find ways to involve families/whānau so they can contribute to successful transition planning
- establish key contacts for parents
- allow enough time and space for culturally responsive communication
- maintain relationships with whānau and introduce new team members utilising existing relationships
- do not unnecessarily close *requests for support* at the end of a school year.

Seamless service transitions between Ministry of Education and RTLB

- Clusters develop processes with their local Ministry of Education Learning Support staff to ensure seamless transition between services e.g. early intervention to school, RTLB and Behaviour Support/Communication teams.
- Ministry of Education staff and RTLB may share a case (case-share) when the needs of the learner are complex.

Transitions between RTLB Clusters

When a learner moves from one cluster to another, clusters work collaboratively to ensure smooth transition processes:

- RTLB request parent consent to share information
- the cluster manager notifies receiving cluster manager
- former and current RTLB make contact to share relevant information.

3.5.2 Communities of Learning/Kāhui Ako

The RTLB service works collaboratively with the learning support facilitator and Kāhui Ako within the cluster to identify those students who have additional needs. They follow the learning support delivery model where this is in place (see Scope of Practice).

RTLB work flexibly to provide the most appropriate response to support the achievement of children and young people within the Kāhui Ako

RTLB work collaboratively with the Ministry and other providers to support schools/kura and Kāhui Ako to identify and address the issues that would be best addressed through a systems or training approach. Where requested, RTLB support Kāhui Ako to identify their achievement challenges.

3.5.3 Secondary School/wharekura

RTLB engage with and provide an effective and responsive service within secondary school/wharekura environments.

RTLB keep the relevant Deans, Heads of Departments (HODs) and/or Heads of Faculty (HOFs) informed in advance of all formal activities they undertake which involve, teachers/kaiako and students/ākonga. Activities could include such things as the development of collaborative action plans and modelling of best practice.

3.5.4 Special Assessment Conditions (SAC)

RTLb assist schools/wharekura to establish systems to identify students likely to benefit from SAC and to gather evidence for making SAC applications.

RTLb contribute to a consistent spread of students across all cluster secondary schools/wharekura who are approved by NZQA for SAC.

Special Assessment Conditions (SAC) provide extra support for approved students when they are being assessed for their National Certificate Educational Achievement (NCEA) so that barriers to achievement can be removed and they then have a fair opportunity to achieve credits. The support is used for internal standards and external (exams) standards.

All applications require evidence that a student has one or more conditions or difficulties that need assessment support and have been successfully using assistance to overcome them.

There are four categories of SAC:

Sensory	<ul style="list-style-type: none">• e.g. hearing loss, vision impairment
Physical	<ul style="list-style-type: none">• e.g. long term damage to writing hand or arm, conditions where you can't sit for a long period of time
Medical	<ul style="list-style-type: none">• e.g. diabetes, anxiety, depression
Learning	<ul style="list-style-type: none">• e.g. dyslexia

For more information, visit the Ministry of Education website

<http://www.education.govt.nz/school/student-support/special-education/special-assessmentconditions/>;

For more information on SAC , visit the NZQA website

<http://www.nzqa.govt.nz/providers-partners/assessment-and-moderation/managing-national-assessment-in-schools/special-assessment-conditions/>

3.5.5 PB4L School-Wide and Incredible Years Teacher Programmes

RTLb work collaboratively with the Ministry to plan and delivery programmes to meet local needs. RTLb are trained to deliver the Incredible Years Teacher (IYT) programme and some attain IYT accreditation.

3.5.6 Intensive Wraparound Service (IWS)

RTLb in conjunction with schools/kura and Ministry of Education Learning Support make IWS applications for eligible students.

RTLb may be in the lead worker role when a student is accepted into IWS and remain engaged throughout the wraparound process for as long as is needed.

3.5.7 Gateway Assessments

Working with children entering State Care

Improving support for children in care is a government priority. A transition from a family, or from one school to another, affects each child differently. The way a transition is managed sets the stage for a child's future successes.

To support children entering care, The Ministry of Social Development, the Ministry of Education and the Ministry of Health developed the Gateway Assessment process.

The aim is to:

- identify the health and education needs of children in care
- ensure there is interagency agreement on how best to address their needs
- facilitate access to appropriate services for health, education and wellbeing
- enable families and caregivers to better understand and manage any behavioural issues
- prioritise referral to the RTLb service for immediate follow up for all children entering care.

For those students new to care RTLb will:

- facilitate a joint-agency meeting within 0-4 days
- develop a plan that addresses the immediate needs of the child or young person and covers the first month with provision for ongoing monitoring
- be the Lead Worker during the first month, if the child or young person is not a current client of Ministry of Education Learning Support.
- work with the classroom teacher/kaiako on strategies to ensure the child/young person settles and succeeds in class
- work with the classroom teacher/kaiako to ensure the identified education needs are met
- undertake any assessments that may be necessary
- be a key member of the inter-agency group and work to strengthen the link between education and other agencies supporting the child, including the Ministry of Health
- work with the teacher/kaiako to complete the Education Profile and return it to the Child, Youth and Family Social Worker and the Gateway Assessment Coordinator
- provide on-going high-quality education information and feedback to the social worker
- contribute to the development of the Inter-Agency Service Agreement (ISA).

The most important factor to consider when determining whether RTLb should continue to support children and young people who have had a Gateway Assessment completed is whether the needs of the child or young person are being managed. If the child's school is confident to manage their needs without continued support from RTLb, then it is appropriate for RTLb to discontinue their involvement.

For more information about Gateway Assessments visit the Oranga Tamariki website, <https://www.mvcot.govt.nz/https://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/service-guidelines/gateway-assessment-guidelines-2016.pdf>

3.5.8 Children's Teams

A better future for vulnerable children is at the heart of both the Children's Action Plan and the Vulnerable Children Act 2014, which together make significant changes to how we protect and improve the wellbeing of children.

Children's teams have been established around the country under the Children's Action Plan. The teams bring together health, education, welfare and social service agencies to ensure one personalised plan for each vulnerable child and their family/whanau. In some cases, this will involve RTLB.

Teams are established in Rotorua, Whangarei, Horowhenua/Otaki, Marlborough, Hamilton, Tairāwhiti, Eastern Bay of Plenty, Whanganui, Canterbury and Counties Manukau.

For more information, visit Ministry of Education website <http://www.education.govt.nz/school/running-a-school/vulnerable-children-act-2014-requirements-for-schools-and-kura/> and Children's Action Plan website <http://childrensactionplan.govt.nz/>.

3.5.9 Bilingual Assessments (BAS)

A bilingual assessment can distinguish whether an English language learner (ELL) has language learning needs or additional learning and social/emotional needs, through a dual assessment in their first language and English.

The Migrant, Refugee, and International Education Team at the Ministry of Education have provided bilingual assessor training for RTLB. The RTLB Bilingual Assessors work with a bilingual assistant in the child's first language to assess a learner's functioning and achievement in their first language, and collect information about social and emotional health, and other factors that might be affecting their performance at school. The RTLB assessor prepares a report that summarises the information gathered from the assessment and recommends ways to meet the learner's needs. This may include learning and behaviour support by an RTLB.

For information including eligibility, frequently asked questions, and application forms, visit Ministry of Education website <http://www.education.govt.nz/school/student-support/bilingualassessment-service/>.

RTLb role with English Language Learners

Migrant and refugee background children and young people with additional learning needs, including those who receive ESOL funding, are entitled to learning support services available in New Zealand schools/kura if they meet the eligibility criteria for that service, for example:

- RTLb
- RT Lit
- Speech language therapy
- ORS funding.

International fee-paying students are not eligible for these services.

English for Speakers of Other Languages (ESOL)

The Ministry of Education provides funding for schools/kura to offer English language programmes to students who have English as an additional language. English for Speakers of Other Languages (ESOL) programmes are designed to help students develop their English language skills so they can start meeting the achievement objectives of English in the New Zealand Curriculum.

For general information on English language learners, visit the Ministry of Education website www.education.govt.nz/school/student-support/esol-resources/ or for further information, contact Tjitske.Hunter@education.govt.nz, 09 632 9356.

3.6 Working in Māori medium settings

RTLb support is highly responsive, timely and tailored to the needs and aspirations of Māori learners, parents, family/whānau, hapū and iwi. RTLb value and affirm identity, language and culture of Māori learners.

RTLb with little or no proficiency in te reo, but who have a genuine understanding of the kaupapa/tikanga of the kura can work within the kura setting with the agreement of teachers/kaiako and parents, family/whānau.

Requests for Support are focussed on either an individual student's learning/behaviour, groups of students' learning/behaviour or schools'/kura/Kāhui Ako inclusive practices. With the consent of the cluster manager, RTLb can work across clusters to provide an effective and relevant service to kura.

Communication with the kura staff and parents/whānau

The liaison RTLB introduces new RTLB who have been allocated a *Request for Support* in a kura.

RTLB consult with kura staff and family/whānau to mutually agree on processes for working together. Family/whānau's views, knowledge and preferred ways of working are sought, valued and acknowledged.

In a wharekura setting, as in any secondary school setting, RTLB keep the relevant Deans, Heads of Departments (HODs) and/or Heads of Faculty (HOFs) informed in advance of all formal activities they undertake which involve, teachers/kaiako and students/ākonga. Activities could include such things as the development of collaborative action plans and modelling of best practice.

Kura/wharekura contribute to RTLB practice

When RTLB work with kura or wharekura, the RTLB cluster:

- develops and strengthens relationships with iwi, hapū, parents, family/whānau
- receives guidance on tikanga (Māori world view relevant to the rohe) that strengthens cultural identity, supports best practise and is culturally bound.

4. Professionalism

4.1 Supervision

Supervision is a component of RTLB practice. There are two types of supervision: Performance and practitioner.

Performance Supervision

To provide support and oversee performance, reflect on performance with a view to consolidating and continuing competency, identifying areas for further professional learning through feedback.

- Agenda jointly set.
- Performed by the cluster manager or practice leader.
- Central to performance.
- Management processes.
- Linked to professional development.
- Good written records need to be kept.
- Can be linked to pay, attestation.
- Can include instructions.
- Part of business as usual.

Practitioner Supervision

To provide opportunity to discuss cases in more detail, provide support and challenge practice that contributes to personal development. It also provides a professional forum for: reflection, shared problem solving and support in cases involving physical, emotional, cultural and psychological safety.

- Agenda set by supervisee and important practice-related issues.
- Can be peer to peer.
- Confidential.
- Not directly linked to performance management.
- Free from notes.
- Not pay related.
- Cannot include instructions but can provide firm recommendations.
- Typically organised outside school hours.

There should be differentiation between performance supervision and practitioner supervision.

Performance supervision is undertaken by the cluster manager and/or practice leaders.

Cluster policies will need to be followed when appointing a suitable, qualified practitioner supervisor. It is important that the practitioner supervision process is safe and supportive and is underpinned by a mutual respect between those in the supervisory relationship.

Practitioner supervision will be accessible within the national RTLB service where it is established through a collaborative and mutually agreed process and a supervision contract is drawn up. Practitioner supervision is a confidential process unless there are concerns about repeated unsafe RTLB practice.

4.2 Case Sharing and Co-working

Clusters have a range of ways of supporting RTLB with their case work. These include case sharing, co-working, collegial peer review, dynamic ecological analysis and co-facilitation. All these types of professional support benefit from:

- a mutual understanding of shared purpose
- clear negotiation of roles and responsibilities
- professional trust
- open, respectful communication.

Case Sharing

Case sharing to provide professional support can be both formal and informal. Examples include having a colleague or a Practice Leader as a 'critical friend' to:

- review case work
- encourage and support
- provide honest and often candid feedback
- speak truthfully and constructively
- ask provoking questions
- provide another lens
- advocate for the success of the work.

Coaching and mentoring may be provided for RTLB by a colleague at a stage of the Practice Sequence e.g. an experienced RTLB or Practice Leader may work alongside another RTLB at the analysis stage.

Case sharing, and review may be informal or follow a structured problem-solving process such as Dynamic Ecological Analysis.

Co-working

A case may be allocated to more than one RTLB when:

- it is particularly complex
- greater capacity to address a range of inter-related issues is required
- multiple skill sets will benefit the collaboration
- an RTLB stands to gain specific knowledge and skill to broaden their understanding and capability
- newly appointed RTLB are being supported in their practice.

A case may be co-worked with MOE specialist staff or other professionals when:

- continuity of support provides an easier and more efficient pathway
- transitions between services and /or settings are the focus
- co-ordinating the planning and delivery of support benefits all
- access to a wider pool of knowledge and expertise enables creative problem-solving
- specialist staff skill sets strengthen the collaboration to progress intervention aims
- working together provides safety
- shared resources enhance outcomes for learners and schools/kura and Kāhui Ako.

Note: Additional information that supports RTLB professionalism is part of the Governance and Management manual, *Governing and Managing RTLB Clusters (March 2018)*. Visit <http://rtlb.tki.org.nz/Governance-management>.

4.3 Entering the profession

RECRUITING AND APPOINTING RTLB

- The lead school/kura principal/tumuaki, in collaboration with the cluster manager, is responsible for the recruitment and appointment of RTLB staff.
- The local Ministry Manager Learning Support may provide advice and support to the principal during the appointment process.
- The cluster manager is a member of the appointments panel.
- Other key stakeholders may be co-opted to the appointments panel.

There is a national job description for the RTLB role. Specialist skills may be added according to the needs and strategic goals of the cluster.

To view the NZSTA RTLB job description, visit the NZSTA website <http://www.nzsta.org.nz/employer-role/employment-conditions/resource-teachers-learning-andbehaviour-rtlb-transformation-process/resource-teacher-learning-and-behaviour-job-description>

The appointee

- is an experienced, fully registered teacher/kaiako (not provisionally registered)
- holds a current practising certificate
- can meet the Standards for the Teaching Profession including the competencies in *Tātaiako*
- has attained the Post Graduate Diploma in Specialist Teaching endorsed in Learning and Behaviour from Massey or Canterbury University
or
- has attained the previous RTLB qualification prior to 2012 - the Post Graduate Diploma in Special Needs Resource Teaching (PG Dip SNRT), or the Post Graduate Certificate in Education Studies – both issued by the Auckland/Victoria/Waikato consortium of universities **or**
- has attained the necessary university pre-requisites to enrol in the Postgraduate Diploma in Specialist Teaching: Learning and Behaviour, and is capable of attaining the qualification within 48 months of initial appointment as an RTLB
- indicates acceptance by signing the letter of offer which includes the job description.

Note:

- To enrol in the PG Dip in Specialist Teaching, an RTLB needs to be a university graduate i.e. must hold a university degree.

- Appointees who hold an historic Ministry exemption from study and who may have worked in another RTLB cluster are required to attain the Post Graduate Diploma in Specialist Teaching endorsed in Learning and Behaviour.

Process

The employment process, requisite steps and resources can be found on the New Zealand School Trustees Association (NZSTA) website. Visit *Employer Role* on the NZSTA website <http://www.nzsta.org.nz/employer-role>

Full-time appointments only

An RTLB can only be appointed to a full-time position. RTLB cannot be appointed to part-time positions (outside of job-share arrangements).

Job sharing

The teachers' collective agreements allow for job-sharing of permanent RTLB positions. A permanent full-time RTLB position can be shared by two RTLB in a job-share arrangement.

RTLB in a job share arrangement cannot individually be employed for less than a 0.4 FTTE position.

Reference checking

The Vulnerable Children Act 2014 was part of a series of comprehensive measures brought in to protect and improve the wellbeing of vulnerable children. Information and resources for employers, organisations and individuals relating to the act can be found [here](#).

If the preferred applicant comes from another RTLB cluster, lead schools are strongly advised to obtain reference checks from the previous lead school.

Employment agreement

RTLB may be employed by primary, area or secondary school/kura boards of trustees under the relevant teachers' collective agreement(s) of their employing school, or on an individual employment agreement based on the relevant collective agreement.

If the appointee comes from another school or RTLB cluster where they were employed under another collective agreement, they must move to the collective agreement of the new employing lead school; the transition arrangements for the RTLB transformation no longer apply.

4.4 RTL B Qualification and study award

To become an RTL B, a teacher must:

- be a trained teacher with a full New Zealand teacher registration and a current practising certificate and
- have attained or be working towards the RTL B qualification: Postgraduate Diploma in Specialist Teaching (Learning and Behaviour)
- have the academic prerequisites to enter the PGDip Specialist Teaching programme (a relevant professional qualification and a New Zealand undergraduate degree or equivalent)
- have experience working with students with learning and behaviour needs.

All RTL B must attain the RTL B qualification within four years of appointment. There is no exemption from RTL B training.

Postgraduate Diploma in Specialist Teaching (Learning and Behaviour)

What the qualification offers

The Postgraduate Diploma in Specialist Teaching (Learning and Behaviour) is one of six endorsements within a wider special education needs qualification. There are four papers, one core paper and three specialist papers. Teachers complete the four papers part time over two years.

The papers for the Learning and Behaviour endorsement are:

Year One	
254.765	Core Theory and Foundations of Specialist Teaching
249.753	Theory and Foundations of Learning and Behaviour Diversity
Year Two	
249.754	Evidence-based Interprofessional Practice in Learning and Behaviour Diversity
249.755	Practicum in Learning and Behaviour Diversity

All students, regardless of their specialist area, complete the core paper. This is a generic course that covers the background knowledge for specialist teachers and facilitates a shared, collaborative approach.

The RTL B specialist paper in Year One covers the theory and practice of learning and behaviour. Students explore assessment and teaching strategies and the importance of evidence-based and ethical practice when working with teachers. In Year Two students examine inter-professional evidence-based practice followed by a practicum. Each year there are two compulsory block courses held on various campuses.

This qualification caters for students in any area using flexible learning options, such as web-based learning, face-to-face interactions, and individual input. The approach is inquiry based and highly practical. The intent of the programme is to develop communities of practice by

encouraging interaction, communication, and collaboration across and within specialty disciplines, thus reducing the isolation that special education needs educators often experience.

By the end of the qualification, graduates will have developed the skills to:

- work collaboratively with colleagues in a wider inter-professional community of practice
- be culturally responsive
- work with whānau/family
- assess learning needs and strengths
- take a solution focused approach to the work
- work collaboratively with others to find solutions
- be reflective in their practice.

Study award

Appointees enrolled in the Postgraduate Diploma in Specialist Teaching endorsed in Learning and Behaviour are eligible for the Ministry's RTLB study award. If in any year the number of applicants exceeds the number of available awards, a prioritisation process will be used. Priority will be given in the following order:

- appointees who have one year to complete their training before losing their management unit
- appointees who have two years to complete their training before losing their management unit
- appointees who have three years to complete their training before losing their management unit
- the second RTLB appointee in a job-share position (if the other job-share partner has received the study award).

The cluster manager negotiates study leave with the RTLB in training in accordance with the terms set out in the letter of confirmation.

For information RTLB study award, visit the Ministry of Education website

<http://www.education.govt.nz/school/working-in-a-school/scholarships-for-people-working-inschools/special-education-study-awards-and-scholarships/learning-and-behaviour-study-award/>

4.5 Induction

On appointment, the cluster manager allocates time for induction. This process will take place within one or two months of the RTLB taking up the position and prior to the appointee taking sole responsibility for casework. Induction includes familiarisation with the cluster needs analysis and strategic plan.

The cluster's operational document will contain an induction section detailing the process.

Roles

- The lead school/kura board ensures an induction process is in place for appointees.
- The cluster manager is responsible for implementing the induction process.
- The cluster manager may determine that practical aspects of the induction, professional development and performance appraisal processes are undertaken by practice leaders.
- The responsibility for successful outcomes remains with the cluster manager.
- Practice leaders may also provide supervision, coaching and mentoring for new appointees.

Processes

When the RTLB is new to the RTLB role:

- Introduction to the cluster team, lead school and/or host school.
- Introduction to the cluster schools/kura, local Ministry Learning Support service manager(s), iwi and local social agencies.
- Information about the RTLB role and the principles under which it operates.
- RTLB guidelines and processes, for example practice sequence and record keeping requirements.
- Opportunity to co-work a case with an experienced RTLB during induction period.
- Access to an academic mentor (a practice leader or an experienced RTLB), to support the appointee during training.
- Coaching and supervision.
- Information about the New Zealand Resource Teacher: Learning and Behaviour Association ([NZRTLBA](http://nzrtlba.org.nz)).

When the RTLB is from another cluster:

- Introduction to the cluster team, lead school and/or host school.
- Introduction to the cluster schools/kura, local Ministry Learning Support service manager(s), iwi and local social agencies.
- Provision of time to read, discuss and learn about the cluster and cluster policies, procedures and systems and the opportunity to share their experience of best practice from their previous cluster.

4.6 Professional Development

Ongoing professional development contributes to building and sustaining an effective service that improves learning outcomes for all children and young people in the cluster.

Roles

The cluster manager is responsible for ensuring that each RTLB has a professional development plan that is reviewed annually as part of the performance appraisal cycle. This role may be delegated to practice leader(s).

Performance coaching should be available to all RTLB through the cluster manager and/or practice leaders. Coaching should be distinguished from the performance appraisal process.

Professional learning is:

- planned and based on identified needs
- both formal and informal
- funded at cluster level through the RTLB administration grant
- evidence-based
- responsive to the cluster strategic plan and identified RTLB needs
- linked to national curriculum initiatives and Ministry priorities
- led by credible facilitators
- identified with the appraiser
- identified from the cluster strategic plan.

The process of identifying, planning, doing, recording, sharing and reviewing professional development is a cyclical one.

4.7 Appraisal

Roles

The **lead school/kura board** ensures a robust performance appraisal model is in place for the cluster by:

- having a performance management policy
- making appropriate delegations
- monitoring policy implementation and procedures
- ensuring confidentiality
- specifying resolution processes.

The **cluster manager** is responsible for the appraisal of RTLB and may delegate this responsibility to a practice leader. The cluster manager, in consultation with RTLB, establishes the timeframe for the annual appraisal cycle.

The principal is responsible for the appraisal of the cluster manager.

Appraisals

RTLB appraisal and development is a dynamic and continuous process.

Performance appraisals occur every year as part of performance management. The performance appraisal process provides a balance between accountability and development. It provides an opportunity for the appraiser to provide constructive feedback and support on performance and development.

RTLB are appraised against the Standards for the Teaching Profession. This replaces the Practising Teacher Criteria from 1 January 2018.

Appraisals:

- take place within a structured, monitored and continuous process and in a supportive environment
- are evidence-based
- are linked to, and ensure, relevant professional learning aligned to the cluster's strategic plan and linked to each RTLB development plan
- include a record of the issues raised and the decisions reached
- include self-appraisal as an integral part of the process
- use the Standards for the Teaching Profession and the Professional Standards where there is a collective agreement in place.
- are aligned with the cultural competencies for teachers of Māori learners in *Tātaiako*
- identify resources needed to support agreed goals
- support both individual and cluster performance
- align individual goals and objectives with cluster vision
- address individual and cluster development.

Evidence of effectiveness

RTLB work supports teachers/kaiako to more effectively manage and teach learners in their classrooms. RTLB case records contain evidence of improved outcomes. Evaluative feedback can provide supporting data.

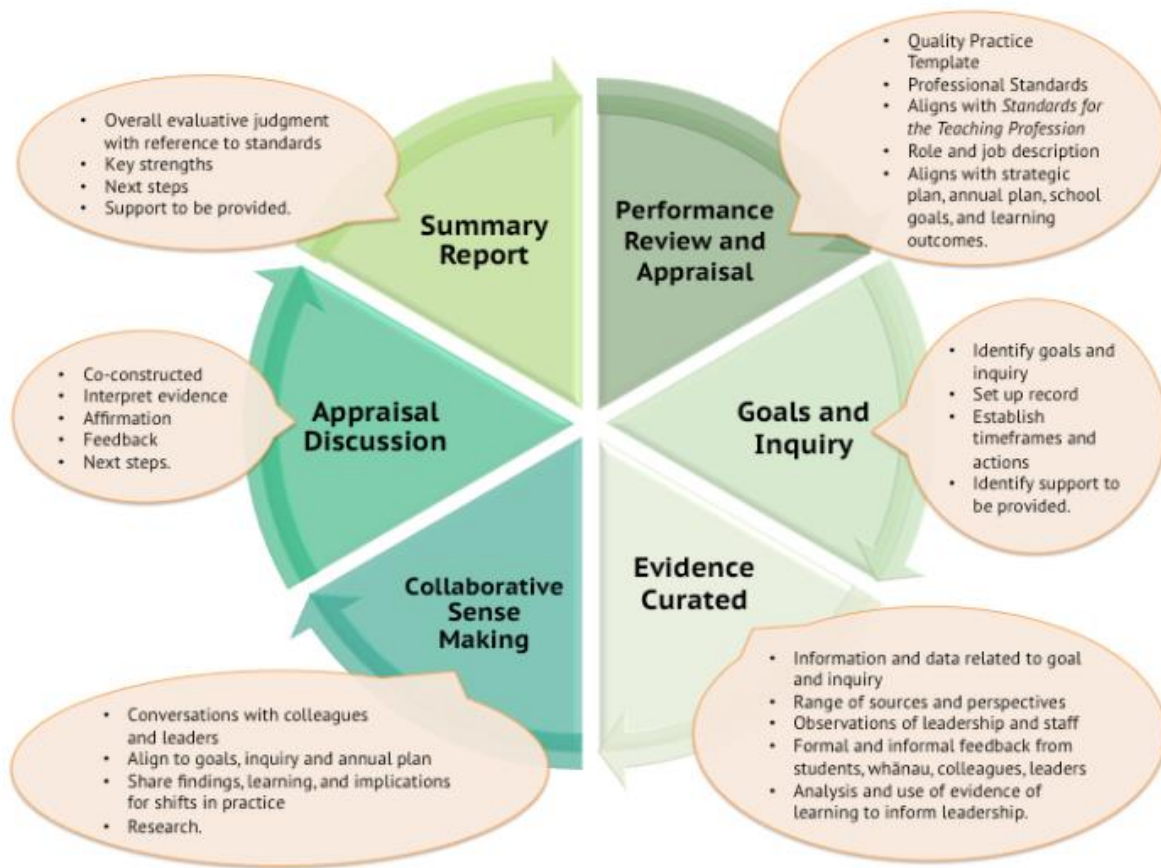
Process

Through the performance appraisal process RTLB:

- highlight their own strengths
- provide evidence of their new learning
- identify areas for growth and ongoing professional learning
- build capability aligned to cluster strategic plans.

If an RTLB is identified as not meeting the expected performance requirements, the lead school/kura board must first address the matter through its normal employment policies and the staff performance requirements identified in the relevant employment agreement. Support from the NZSTA industrial relations service should be sought.

The employer should become familiar with the conduct and competence reporting requirements of the New Zealand Education Council if further action is required.



4.8 Practice Leader Support Role

A practice leader is an RTLB who has additional delegated leadership responsibilities within a team/cluster. As a practising RTLB, a practice leader must be a New Zealand fully-registered teacher/kaiako with a current practising certificate.

Responsibilities

A practice leader is responsible for leadership, guidance and support of RTLB in their professional practice, under the direction of the cluster manager. A practice leader supports the decisions of the lead school and the RTLB strategic leadership and management team (principal and cluster manager). Practice leaders work closely with their cluster manager and support them in their day-to-day management of the cluster.

Leading and supervising quality practice

- Ensure that RTLB practice preserves the intent of the *RTLB Professional Practice Toolkit*.
- In collaboration with the cluster manager, ensure RTLB have the necessary resources to carry out their work.
- Support reflective practice processes in the team; develop and maintain communities of practice or project work that aligns with cluster strategic goals.
- Foster a commitment to evidence-based practice and service provision.
- Ensure that RTLB deliver a culturally appropriate and responsive service by supporting culturally competent practice through, for example *Tātaiako*.
- In collaboration with the cluster manager, ensure RTLB receive professional learning and development that supports RTLB appraisal goals and that aligns with the cluster strategic plan.
- Support the cluster manager in leading RTLB professional development and performance appraisal processes.
- Provide professional support to RTLB including mentoring and coaching as necessary.
- Provide performance supervision of RTLB.
- Facilitate induction for RTLB new to the team.
- Support RTLB in training to attain the RTLB qualification within the specified time, and provide mentoring and/or supervision during the training period.

Reporting

- Provide the cluster manager with regular data on service outputs and outcomes to meet Ministry reporting requirements.

Professional relationships

- Support the lead school's governance and management policies.
- Provide open and reciprocal communication within the RTLB team and cluster schools/kura and Kāhui Ako.
- Develop effective, professional and trusting relationships within the RTLB team.
- Ensure all RTLB provide consistent information on the RTLB service and the Ministry's Learning Support service to cluster schools/kura and Kāhui Ako, communities, parents/whānau, and agencies.

4.9 Travel Reimbursement

Lead Schools reimburse RTLB for any own-car, work-related travel from the RTLB Travel Grant funding. RTLB are not reimbursed for travel from home to normal office/base or vice versa.

When boards reimburse own-car travel, they use the motor vehicle rate specified in the relevant teachers' collective agreements. Collective agreements are 'actual rate' documents in terms of Section 75 of the State Sector Act 1988.

The rates are intended to cover all vehicle running costs such as car insurance, registration, warrants of fitness and servicing.

Leasing or purchasing vehicles

Clusters may lease or purchase vehicles to reduce the wear and tear on personal vehicles or to make the most efficient use of funding.

Private use of lease or cluster-owned vehicles will generate fringe benefit tax. The lead school must manage tax liabilities where lease or cluster-owned vehicles are used for non-work purposes.

Insurance for private cars used for cluster work

Clusters should note some insurance companies will not accept claims under personal insurance policies where the car is being used as a 'tool of trade'. RTLB should be advised to insure private vehicles so that they are covered in the event of an accident.

For more detail, see *Financial Information for Schools Handbook (FISH)* on the Ministry of Education website <https://www.education.govt.nz/school/running-a-school/school-finances/>

4.10 Laptops

The Ministry expects that every RTLB will have a laptop through the “Laptops for Teachers” scheme (TELA link). This includes each of the two RTLB in a job-share arrangement. Fixed term contract staff are not eligible for the subsidy.

Key features of the Scheme

- Leases are on a 3 year lease-to-return arrangement.
- Laptops are covered by the manufacturer’s warranty for the duration of their lease.
- Subsidised laptops are covered under the Ministry’s Indemnity Scheme for accidental damage, loss and theft.
- Laptops supplied come with standard Microsoft software and antivirus software.
- There is a helpdesk and portal to support schools/kura that use the scheme.

How to place an order

Orders are placed through the TELA portal, <https://signon.sparkdigital.co.nz/my.policy>. This will take you to a login screen where you enter your email and password to log in.

To place an order, you need to be set up as the school administrator. You can check to see if you are the administrator by clicking on “Manage Users” or by contacting the TELA helpdesk.

If you want to be able to easily identify laptops that are on lease to an RTLB teacher under your school cluster, please ensure you raise an order for the RTLB teacher(s) in the morning, and then order any further laptops for school teachers in the afternoon. This will ensure that the lease schedules generated are different.

Key contact points

- 0800 438 468 - TELA Helpdesk number (8:30am to 5:00pm)
- support@tela.co.nz - for email inquiries
- <https://www.education.govt.nz/school/running-a-school/technology-in-schools/your-broadband-connection/tela-laptops-for-teachers-and-principals/> - for background information

4.11 Accessing Learning Support Resources

RTLB can order resources, including multiple copies of some resources, from 'Down the Back of the Chair' by either:

- emailing thechair@truenorthsps.com or
- calling 0800 660 662

4.12 Ministry of Education Library Services

RTLB are able to search the Ministry of Education Library catalogue and database, read online journals, and download articles without having to log in. Go to <https://library.education.govt.nz/>.

RTLB are also able to log in to the website to request books through the library catalogue.

**Resource Teacher:
Learning and Behaviour (RTLB)
Service**

**Professional Practice
Toolkit**