

Needs Analysis

The Needs Analysis is an important process in enabling the Governing Body to reflect upon the needs and priorities of the individual school, and develop an understanding of the characteristics required of an effective headteacher. It should be completed early in the recruitment process, following planning and agreement of timescales. The Needs Analysis will allow you to consider:

1. The school context (including size, location, catchment profile, staff profile, culture / ethos and religious character where applicable)
2. Current performance (including pupil performance, latest Ofsted report, budgetary issues, staffing challenges)
3. Future considerations including long and short-term needs and priorities outlined in the School Development Plan. Where do you see the school in 6 months / 2 years / 5 years time?
4. The wider community (including relationships with parents, LA, the church where applicable and other local schools)
5. The role (including the key challenges, the amount of teaching required, the support available and how the role might change over time)
6. Characteristics of effective leadership, and how this fits with the leadership team

You may have recruited a headteacher in the past but remember you will not necessarily be looking for the same skills and qualities. It is tempting to assume that if what you did last time appeared to work well it should be repeated, but schools evolve, the education landscape changes and pupil and community needs develop over time. For this reason, what your school requires will change and it is extremely important to recruit against *future* requirements.

It is recommended that the Needs Analysis exercise be completed by the full Governing Body in conjunction with the LA adviser who has a responsibility to ensure it contains the rich data needed to inform the rest of the recruitment process.

Please see the example [Needs Analysis template](#)

Key Competencies

On completion of the Needs Analysis, you will have identified a number of priority areas. Do you need a hands-on leader with exceptional communication and people skills? Or a visionary leader with a strong track record in raising standards? Using the information obtained in the Needs Analysis, you will now be able to identify the key skills and qualities required in your new headteacher.

The LA has produced a key competency grid outlining the '[Personal Characteristics of Effective Headteachers](#)', this outlines the characteristics, skills and capabilities required for effective performance, and links clearly to the [National Standards for Headteachers](#). Potential headteachers are likely to offer a range of experience, skills, aptitudes and capabilities. It will not be possible to assess every characteristic you would like in a headteacher, so it is good practice to focus your attention on those the Needs Analysis has already identified as a priority. It is recommended that you use the competency grid to select the 5 or 6 key competencies most relevant for the post of headteacher in your school. Governors may wish to independently reflect on the key characteristics they consider priorities. This information is then shared with the panel with a view to reaching agreement on the key characteristics for the post.

You may draw several competencies from the same key area. For example, if the Needs Analysis has indicated that the school requires very strong financial and performance management and a drive for improvement, you may choose two or three competencies from 'performance focus'. However, try to ensure that overall you are drawing on several different key areas as this will allow you to assess multiple dimensions at the interview and assessment stage and to look for a rounded candidate with a range of skills. Please note you can address the need for a greater focus on one area – such as 'performance focus' – by applying a weighting to your scores for these competencies. Your LA adviser will be able to provide further information on this.

You may wish to record your agreed key competencies on the [Record of Agreed Key Competencies form](#)

The Golden Thread

The 5-6 key competencies selected should act as the 'golden thread' running through the rest of the entire recruitment process. The key competencies will shape:

- The job description and person specification
- How and where you advertise
- The shortlisting process
- Interview and assessment
- Who you appoint
- How you develop a Personal Development Plan for the successful candidate

Needs Analysis Checklist			
Task	Lead	Date Completed	Comments
Undertake Needs Analysis and identify priority areas			
Agree 5/6 key competencies to be used throughout the assessment process			
Key Documents: <ul style="list-style-type: none"> • Needs Analysis template • Needs Analysis process guide • Competency Grid - Characteristics of Effective Leaders • Record of Agreed Key Competencies • Headteacher Key Competencies mapped to National Standards for Headteachers • National Standards for Headteachers • Latest Ofsted report or summary • School Development Plan • School Self-Evaluation • Any other relevant school documentation 			