CFTSC Category	Operations and Management					
TSC	Visioning and Strategic Planning					
TSC Description	Foster shared vision and mission among educators and guide them to ensure alignment of their daily work to the Centre's long-term objectives					
TSC Proficiency Description	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**	**Level 6**
				ECC-SPI-4014-1.1	ECC-SPI-5014-1.1	ECC-SPI-6014.1.1
				Guide team to align programmes and goals to the Centre's vision, mission and values	Develop and review Centre's vision, mission and values and formulate a strategic plan and set directions to guide the Centre to achieve its goals	Oversee Centres' alignment to their vision, mission and values and provide relevant guidance in the development and implementation of their strategic plans
Knowledge				• Role of leadership in exemplifying the vision, mission and values of the Centre • Methods of gathering feedback to ensure the relevance of the Centre's vision, mission and values • Strategies for translating the Centre's vision, mission and values into specific goals and programmes	• Link between Centre mission and vision and philosophy of Early Childhood education • Methods to establish strategic thrusts to achieve Centre's vision, mission and goals • Methods of aligning curriculum and teaching and learning approaches to Centre's strategic thrusts	• Role of leadership in establishing buy-in for the vision, mission and values across Centres • Strategies to develop long and short-term plans in alignment with vision, mission and values across Centres • Strategies to align specific goals to organisational vision, mission and values across Centres • Strategies to establish buy-in of colleagues and families for vision, mission and values across Centres
Abilities				• Support the alignment of Centre programmes and goals to the Centre's vision, mission and values • Communicate to colleagues on the alignment of programmes to the Centre's vision, mission and values • Guide colleagues on aligning their daily work	• Determine Centre's focus and strategic directions • Collaborate with team leaders to determine and align Early Childhood philosophy to the Centre's vision, mission and strategic thrusts • Conduct periodic review on Centre's strategic thrusts	• Drive the strategic communication of vision, mission and values to staff and families across Centres • Guide Centres on alignment of curriculum, pedagogy and programmes to the organisation's vision, mission and values and achieve organisational goals

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				to the Centre's long-term objectives • Support the implementation of programme strategies for achieving long-term objectives • Support periodic review to ensure that Centre programmes and goals are aligned to the organisation vision, mission and values	• Guide colleagues' understanding of Centre's strategic thrusts • Collaborate with colleagues within the Centre to align teaching and learning approaches to Centre's strategic thrusts • Use data and information to track implementation and achievement of goals	• Inspire ownership of vision, mission and values across Centres • Model leadership and behaviour to demonstrate application of organisational values, vision and mission in all areas • Establish unique value proposition across various Centres' strategic plans and processes in alignment to the organisation's vision, mission and values • Synergise various Centre's programmes to align with organisation's vision, mission and values • Guide staff on organisational vision, values and strategic priorities and build commitment to the organisation • Influence the development and implementation of clear strategies across Centres to achieve long-term goals in alignment to the organisation's vision, mission and values
Range of Application	For smaller operators, Centre Leaders may refer to PL6 for knowledge and ability required					

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