



Confirmation updates — summary for assessors

 Queensland Government | **QCAA** Queensland Curriculum & Assessment Authority



25/08/14

For all Queensland schools

This resource provides a summary of the updates to the Confirmation application (app) and a reminder of important processes relating to assessors (confirmation).

This information was covered in the event 1 review meeting subject briefing sessions.

Acknowledgment of Country

QCAA acknowledges the Traditional Owners and Traditional Custodians of the lands on which we meet today.

We pay our respects to their Elders and their descendants, who continue cultural and spiritual connections to Country, and we extend that respect to Aboriginal people and Torres Strait Islander people here today.

We thank them for sharing their cultures and spiritualities and recognise the important contribution of this knowledge to our understanding of this place we call home.

Artwork 'Growth through Learning' by Chern'ee, Brooke and Jesse Sutton, Kalkadoon.



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Summary of updates for assessors



Assessor responsibilities



Confirmation is about looking for evidence to support the school's judgment.



Reviews are completed for each sample independently, by criterion.



Best method to communicate in Confirmation is via the workflow decisions.

Confirmation in 2024



1,500–2,218

assessors at
each event



24,184

cohorts were
sampled



173,335

initial samples
were reviewed

With 44 General and General Extension subjects and three confirmation events, a huge amount of work has been done by assessors across the state.

This slide shows a small snapshot from 2024 that outlines this incredible effort.

Thank you for being part of this huge quality assurance process.

Review meetings 2025

- Review meeting window
- Confirmer group
- Working in own time
- Lead and chief confirmer — timesheet
- Confirmer — piece rate
- Review meeting briefing and calibration session
- Calibration activity

SEP calendar outlines review meetings extend over multiple days.

- Aims to support flexibility for our assessor workforce.
- Additional review work may need to be completed beyond the review meeting dates (as in previous events).

Confirmer group.

- Confirmers are still part of a group led by a lead confirmer.
- May work across more than one lead as the review meeting progresses to assist workflow.
- Intended availability, collected through the RSVPs, is the basis of initial confirmer groups.
- Lead confirmers may have additional confirmers in their group to assist with the workflow and workload across the subject.

Working in own time.

- Assessor well-being is of paramount importance to the QCAA.
- Be mindful of the hours and time of day reviewing or undertaking chief and lead duties.
- Consider school responsibilities to decide schedule to review over the meeting days.
- Lead and chief confirmers will complete timesheets.

Confirmers will be paid a piece rate for review work.

- Rates calculated based on expected sample review time across the range of samples and involvement in calibration and support actions.
- Subject briefing to address key issues and specific subject issues for the main IA for the event.
- Confirmers will complete a timesheet for the set time for the briefing.
- Calibration activity to be completed successfully before review work can commence.

Important resources

The collage displays various resources for QCAA confirmers and assessors. It includes three PDF documents: 'QCAA Confirmers', 'QCAA Lead Confirmers', and 'QCAA Chief Confirmers', each with an introduction and a list of relevant syllabus documents. To the right are three policy handbooks: 'QCE and QCIA policy and procedures handbook v6.0', 'English 2019 v1.5', and 'Assessor (confirmation) manual v4.0'. Below these is a screenshot of the QCAA website's 'Confirmation resources for assessors' page, which includes a welcome message and a list of resources like training, remuneration, and previous events. A circular icon with a clock and a person is also present.

Important resources

- The **syllabus** relevant to Confirmation in 2025 is **the 2019 syllabus**. This is an important reminder as we are currently working across two syllabuses. For cohorts at confirmation this year, the 2019 syllabus applies.
- Version 6.0 of the **QCE and QCIA policy and procedures handbook** was released in January <https://www.qcaa.qld.edu.au/senior/certificates-and-qualifications/qce-qcia-handbook>
- Updated **Assessor (confirmation) manual v4.0**. <https://www.qcaa.qld.edu.au/senior/assessment/quality-assurance/confirmation/resources>
- The **quick steps** have been updated for all three confirmation assessor roles. These are available via the **Help** menu in the top right corner of any screen in the QCAA Portal.
- Ensure the **Confirmation resources for assessors** page is bookmarked. All review meeting information is there as well as other resources, e.g. the updated *Assessor (confirmation) manual 4.0*.

Confidentiality reminder

Please refer to section 2.3 of the *Assessor (confirmation) manual 4.0*

When working as an assessor, you will have access to a large variety of school assessments and student responses to assessment.

- **Do not download and keep copies** of any samples. If a file download is required, delete immediately after completing the review. At the end of any review work session, always double-check your downloads folder and delete any files associated with your review work.
- Do not keep a copy of any items you access in the Confirmation app.

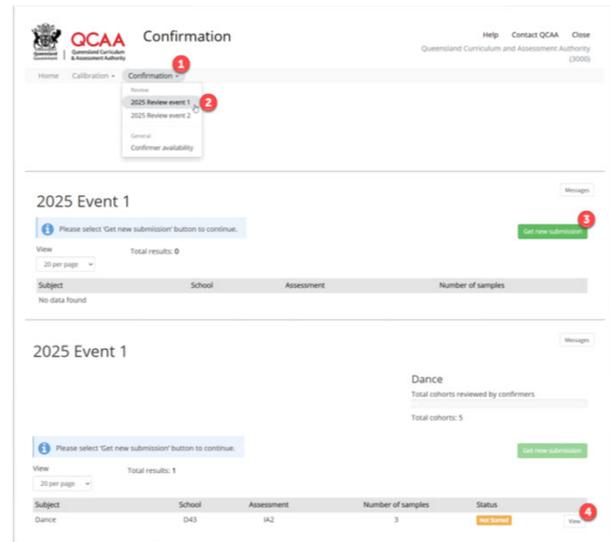
Summary of updates for assessors



Confirmer workflow: What's new?

When ready to work, confirmers click:

Get new submission



Confirmer Quick step, section 3

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For all Queensland schools

Updates to confirmer screens in the Confirmation app (refer to Confirmer quick steps for assistance)

- Submissions are no longer assigned prior to a review meeting.
- Once confirmers navigate to the event in the app, they will have an empty queue on the summary screen.
- '3' on the quick step snip shows where the confirmer will see **Get new submission** (enlarged on the left of the slide).

Confirmer workflow: Getting started

When conditions are met to get started, access the relevant event.
Click **Get new submission** to draw review work.

The screenshot shows the QCAA Confirmation app interface. At the top, there is a navigation bar with the QCAA logo, the text 'Confirmation', and links for 'Help', 'Contact QCAA', and 'Close'. Below the navigation bar, the text '2025 Event 1' is displayed. A 'Messages' button is located in the top right corner. A green button labeled 'Get new submission' is highlighted with a red box. Below this, there is a 'View' dropdown menu set to '20 per page' and 'Total results: 0'. A table with columns 'Subject', 'School', 'Assessment', and 'Number of samples' is shown, with the text 'No data found' below it. At the bottom, there is a footer with the Queensland Government logo, the QCAA logo, and the text 'Queensland Curriculum & Assessment Authority' and 'For all Queensland schools'.

Once working in a review meeting, confirmers enter the Confirmation app and navigate to the relevant review meeting via the **Confirmation** tab. All processes in the app are documented in the quick steps — refer to these as needed.

When **Get new submission** is clicked, the confirmer will draw their sample set from the next available submission in the subject. This will add to the queue with a status of **not started** until the confirmer enters the review screen and commences their *review, decide, communicate* workflow.

The next confirmer in the lead's group to click **Get new submission** will receive the other sample set from this submission.

The quick step 4 shows how the confirmer queue will build as a submission is drawn. This means that lead confirmers will have their queue build as confirmers in their group draw sample sets.

Get new submission is available for confirmers once the review meeting is open, and they:

- have successfully completed the calibration activity
- have no outstanding work to complete in the submissions in their queue, i.e. the submission they are working on is **Submitted** or **Escalated** (with all samples in the submission completed as much as possible).

As confirmers complete and submit reviews, their submissions will show on this screen.

Confirmers should only select **Get new submission** to draw work when they are available and ready to commence the workflow. This assists the workflow across the subject to continue.

Confirmer workflow: Getting started

Once submission is drawn, click **View** to access assigned samples.

Queensland Government | QCAA Queensland Curriculum & Assessment Authority | Confirmation | Help | Contact QCAA | Close | Queensland Curriculum and Assessment Authority (3000)

Home | Calibration | Confirmation

2025 Event 1

Business
Total cohorts reviewed by confirmers: 60%
Total cohorts: 10

View: 20 per page | Total results: 1

Subject	School	Assessment	Number of samples	Status	View
Business	K89	IA1	3	Not Started	View

Get new submission

Queensland Government | QCAA Queensland Curriculum & Assessment Authority | For all Queensland schools

Once a submission is drawn, it will show as **Not Started**.

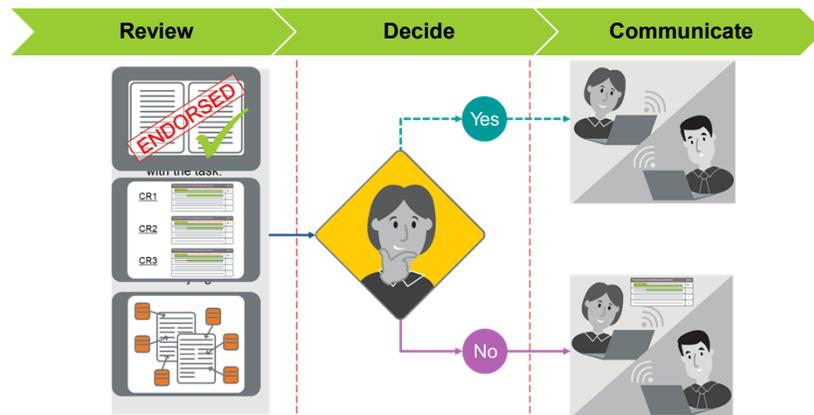
Get new submission is no longer available as there is work to complete.

The progress bar now indicates the **Total cohorts reviewed** by confirmers (not the confirmer's individual queue process). This gives an indication of how many submissions are yet to be drawn by confirmers in the subject.

If confirmers in a lead's group progress through reviews quickly, submissions may be reassigned to another lead to manage workflow. This simply means that confirmer will have a different lead, who will be reviewing those submissions.

Click **View** from this **summary screen** to view the samples assigned in this submission. Once work on a sample starts, the status will update to **In Progress**.

Confirmer workflow



The primary way to communicate in the confirmation review process is via the *review, decide, communicate* workflow.

The message function in the app is there to use. However, it is important all assessors are clear that they should not ask questions in the app and wait for response. The response is for future reference and application, the workflow must continue.

Confirmers should be confident to communicate their decisions. Assessors are working in a supportive online setting, where calibration and support is welcomed. All assessors need to be willing to clarify their understanding.

The confirmer review is a three-step process:

- review — the assessment instrument, the school's judgment and the response
- decide — if school marks can be supported and if any flags need to be raised
- communicate — save and submit appropriately.

Decide: School mark not supported

Confirmer: Review **Decide** Communicate

Sample 1000000000
Business 2024-2025
Summative internal assessment 1 (IA1): Examination — combination response (25%)

Close Flag Messages Save

Criterion	School mark	Supported?	Confirmer mark	Key cited evidence
Explaining (Part A — short items)	3	Yes No	4	Enter the what, why and where when entering key cited evidence.
Describing (Part B — interpretive item)	2	Yes No		
Evaluating (Part B — interpretive item)	4	Yes No		

ISMG

Explaining (Part A — short items)

Assessment objectives

2 explain business concepts, strategies and/processes relating to competitive markets

The student work has the following characteristics:

	Marks
• identification of the ... and ... elements of business concepts, strategies and/or processes relating to competitive markets	
• explanation of the significant and relevant relationships associated with business concepts, strategies and/or processes relating to competitive markets	3-4
• ... of business terminology	
• accurate identification of the basic elements of business concepts, strategies and/or processes relating to competitive markets	

For each criterion not supported, select **No**, highlight ISMG, add confirmer mark and key cited evidence

Key points for this briefing relate to the *Decide* step in the *review, decide, communicate* workflow.

If the school mark is not supported in one or more criteria:

- select **No** under **supported?** for the relevant criterion or criteria. This opens the ability to complete the next steps.
- highlight the on-screen ISMG and consider the characteristics in the sample student response for each criterion not supported
- select the **confirmer mark** from the dropdown list (ensuring a best-fit approach)
- record the **key cited evidence**, identifying what, why and where evidence supports the confirmer mark.

Key cited evidence

Is recorded:

- when the evidence does not support the school's judgment
- when the evidence does not support the confirmer mark
- to support the ISMG mark (not provisional mark)
- due to best-fit.

Confirmation is about looking for evidence to support the school's judgment.

Must indicate what, why and where the evidence does not support the school judgment for a criterion.

Assessor (confirmation) manual, section 3.5.



For all Queensland schools

Section 3.5 outlines key cited evidence requirements.

Confirmers must record key cited evidence in the Confirmation app when they do not support the school mark for a criterion. Key cited evidence provides a clear and concise reason why the evidence in the student response did not align to the school mark or performance-level descriptor. If unable to identify the reasons for recommending an alternative mark, the confirmer should reconsider whether the school mark can be supported.

Key cited evidence must indicate:

- **what** the issue is. Identify the characteristics from the ISMG that match the student work and the characteristics the school identified. Confirmers include a brief statement
- **why** the provisional mark is not supported and is more accurately aligned to another performance-level descriptor or mark.
- **where** the evidence is found. The evidence may be found across the response or in specific parts of the response (e.g. in Questions 2 and 4), or there may be no evidence of the characteristic in the student work.

Please note that the best-fit flag has been removed. If there are best-fit errors within a submission that mean the school mark cannot be supported, identify this in the key cited evidence comment.

Lead confirmers refer to the manual for key cited evidence requirements as outlined in recent training. Once recorded, key cited evidence can be viewed by the lead, chief and QCAA staff. It allows the lead and chief confirmers to see the reason for the confirmer mark/s. Key cited evidence may be viewed by the PEO and other QCAA officers and assists in finalising the confirmation decision.

A couple of notes on key cited evidence:

- Tip: toggle the key cited evidence box, so you can see your whole comment when typing.
- If unable to articulate the *what, why, where* of key cited evidence that is not a match, reconsider whether the school's provisional mark is, in fact, appropriate.

Decide: Raising a flag



Sample 1000000000

Business 2024-2025

Summative internal assessment 1 (IA1): Examination — combination response (25%)

Criterion	School mark	Supported?	Confirmer mark	Key cited evidence
Explaining (Part A — short items)	3	Yes No	4	There was a comprehensive explanation of the
Describing (Part B — interpretive item)	2	Yes No		
Evaluating (Part B — interpretive item)	4	Yes No		
Analysing (Part C — extended response)	3	Yes No		
Synthesising (Part C — extended response)	2	Yes No		
Communicating (Part C — extended response)	3	Yes No		

ISMG

Explaining (Part A — short items)

Assessment objectives

2 explain business concepts, strategies and/processes relating to competitive markets

The student work has the following characteristics:

- accurate identification of the basic elements of business concepts, strategies and/processes relating to competitive markets
- accurate explanation of the significant and relevant relationships associated with business concepts, strategies and/processes relating to competitive markets
- accurate identification of business terminology
- accurate identification of the basic elements of business concepts, strategies and/or processes relating to competitive markets

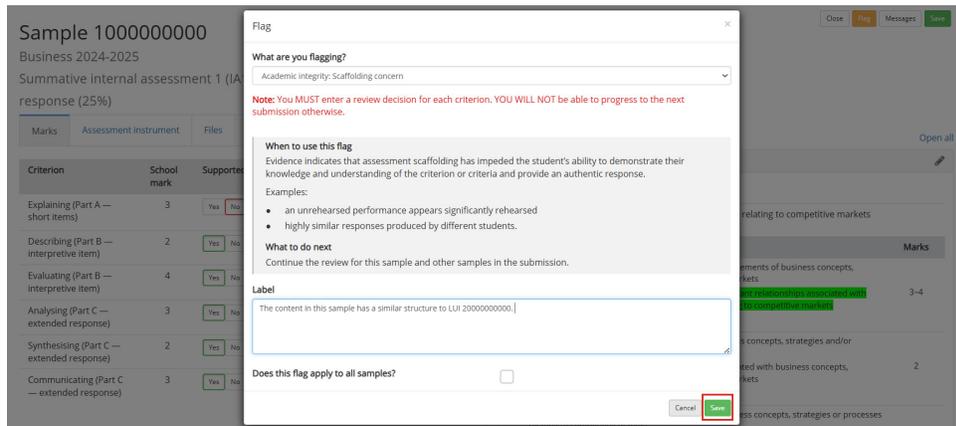


1. Complete as much of the review as you can and save.

2. Raise and save the flag.

In the *Decide* step, ensure all work completed so far is saved before clicking **Flag**. Ensure that a decision is entered for as much of the sample review as possible. Select **save**. Then select **flag** and enter flag information before saving the flag.

Decide: Raising a flag



Assessor (confirmation) manual, section 3.6.

The **flag** screen opens to select the appropriate flag and record a flag note in the label section.

If an issue is identified that requires a flag to be raised, complete all or as much as possible, of the review, then *decide* on the appropriate flag and enter a flag comment for the lead confirmer, **save** the flag.

Category 3 Conflict of interest flag.

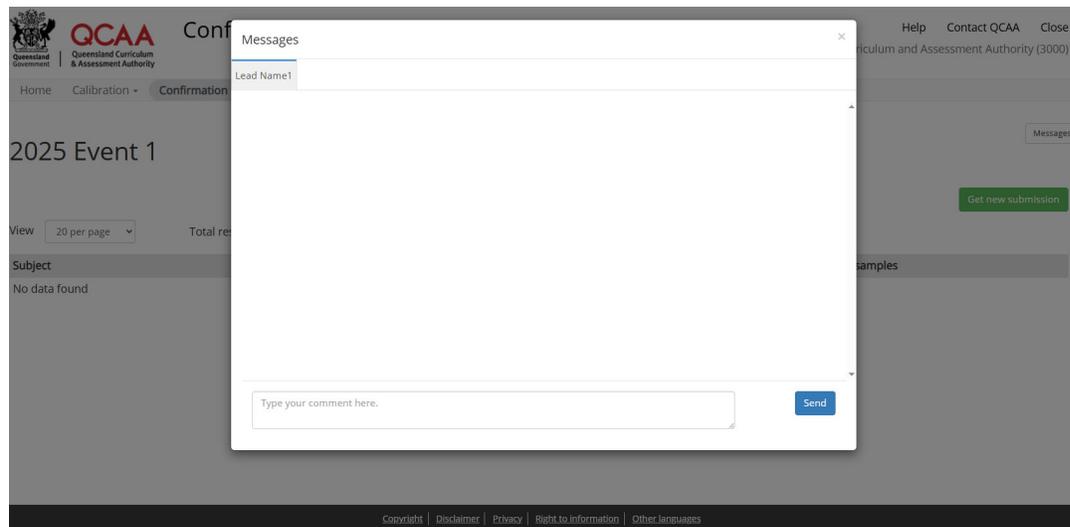
If a confirmer saves this flag, the submission will show as **removed**, and they will then be able to select

Get new submission.

Any removed submission will be reassigned daily by the Confirmation team (and it will then no longer show in that confirmer's queue).

This will be assigned to another confirmer's queue (rather than them selecting **Get new submission**), in which case, they will complete that submission and continue as normal.

Messages in the Confirmation app



When a confirmer accesses the app, they can see the message option and the lead or leads they have submissions assigned with.

A confirmer may be assigned across multiple leads during meeting days, and there is no way of a confirmer knowing which lead has which submission. This reiterates the importance of decisions being communicated with clear key cited evidence and/or flag notes.

When a confirmer has been clear in their questions and decisions communicated, the lead should be able to support questions in most instances, regardless of whether it is their submission.

Remember, all messages are seen by the chief, PEO and other QCAA officers.

Messages in the Confirmation app: Considerations

Messages are:

- *secondary* to communicating via the *review, decide, communicate* workflow
- not attached to submissions
- used to address specific/relevant *issues*, not *samples*.
- used to ask questions for future information
- sources of feedback for future application
- viewable by the chief confirmer and QCAA staff. While multiple leads may not see confirmer workflow submissions, they can all see messages.

Remember:

- first communicate via the workflow
- do not wait for a response to a message — review, decide, communicate, and continue reviews
- send messages *after* review decision is submitted
- use messages when you need to check your understanding
- use professional language.

Messages in the Confirmation app:

Writing messages



Be clear and concise.



Use a respectful tone.



Organise key points.



Provide context.



Check for clarity.

Reading messages



Assume positive intent.



Clarify when needed.



Be patient.



Focus on the content.



Provide constructive feedback.



Communicate via the workflow — even if not sure a decision is correct. Do not wait for a response to a message before continuing with a review.

When **writing** messages in the Confirmation app:

- Be clear and concise. Avoid jargon and overly complex language. Stick to clear, straightforward sentences to ensure the message is easily understood.
- Use a respectful tone. Everyone is encouraged to assume positive intent, but it is still important to maintain a professional and respectful tone.
- Organise key points. Ensure your message is organised to make it easy for readers to follow and understand the key points.
- Provide context. Always provide enough context for a message. Assume the reader might not have all the background information and include necessary details.
- Check for clarity. Before sending, re-read messages to ensure they are clear and free of ambiguities. Consider whether someone from a different generation or background would understand it.

When **reading** messages in the Confirmation app:

- First and foremost, assume positive intent. This helps avoid misunderstandings and reduces the likelihood of taking offense.
- Clarify when needed. If a message is unclear and support is needed, ask your lead.
- Be patient. Recognise that different generations may have different communication styles. Be patient and open-minded when interpreting messages.
- Focus on the content. Pay attention to the content of the message rather than the style. Focus on the key points and the information being conveyed.
- Provide constructive feedback. If there are recurring issues in communication, provide constructive feedback. This can help improve future interactions and foster better understanding.

Summary of updates for assessors



Calibration activities must be completed in the Confirmation app before review work commences during the scheduled review meeting days.

Initial calibration activity

The initial calibration activity:

- aims to ensure all assessors can demonstrate the required workflow and make accurate review decisions
- is completed in the Confirmation app
- generates immediate feedback on decisions when completed
- must be successfully completed to commence review work (when the review meeting opens).

Assessor (confirmation) manual, section 3.4.2.

Initial calibration activity: Starting

The screenshot shows the QCAA Confirmation app interface. At the top left, there are logos for Queensland Government and QCAA (Queensland Curriculum & Assessment Authority). The page title is "Confirmation". In the top right corner, there are links for "Help", "Contact QCAA", and "Close", along with the text "Queensland Curriculum and Assessment Authority (3000)". A navigation bar contains "Home", "Calibration", and "Confirmation". The "Calibration" tab is highlighted with a red box and a red arrow pointing to it. Below the navigation bar, the page title is "Calibration 2025 - Event 1". A blue information box contains the following text: "To commence reviewing for an event, all assigned calibration samples must be successfully completed. Successful completion is defined as no greater than 1 mark difference across all criteria for the expected review decision. Calibration samples can be attempted in any order." Below this is a table with the following data:

Sample	Subject	Assessment	Completed	Successful	Action
1000000000	Business	Summative Internal assessment 1 (IA1): Examination — combination response (25%)	Yes	Yes	Actions View

At the bottom left, there are logos for Queensland Government and QCAA. At the bottom right, the text "For all Queensland schools" is displayed.

The calibration activity must be completed before commencing review work.

This is accessed in the Confirmation app via the **Calibration** tab and requires the completion of the confirmer workflow for a selected sample.

Once saved, assessors will receive a notification indicating whether this has been completed successfully.

Initial calibration activity: Complete



Sample 0000000001

Business 2023-2024

Summative internal assessment 1 (IA1): Examination —
combination response (25%)

Criterion	School mark	Supported?	Confirmer mark	Key cited evidence
Explaining (Part A — short items)	2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Describing (Part B — interpretive item)	3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Evaluating (Part B — interpretive item)	4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Analysing (Part C — extended response)	4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Synthesising (Part C — extended response)	4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Communicating (Part C — extended response)	3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

ISMG

Open all

- + Explaining (Part A — short items)
- + Describing (Part B — interpretive item)
- + Evaluating (Part B — interpretive item)
- + Analysing (Part C — extended response)
- + Synthesising (Part C — extended response)
- + Communicating (Part C — extended response)

In the **confirmer review screen**, complete the *review*, *decide* steps of the workflow. Once entries are checked, communicate by clicking **Complete**.

This prompts immediate feedback on the decisions communicated.

Initial calibration activity: Feedback

The screenshot displays a calibration activity interface. At the top, a notification box states: "You have successfully completed this calibration sample. The expected decision for criterion 6 should have been 4 not 3. If you have successfully completed all samples in your calibration queue, you will be able to commence your reviews as soon as the review window opens." Below this, a table lists criteria with their school marks and supported status. A callout box highlights that not all decisions aligned with the expected response.

Criterion	School mark	Supported?	Confirmer mark	Key cited evidence
Explaining (Part A — short items)	2	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Describing (Part B — interpretive item)	3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Evaluating (Part B — interpretive item)	4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Analysing (Part C — extended response)	4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Synthesising (Part C — extended response)	4	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Communicating (Part C — extended response)	3	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

Successfully completed. Not all decisions aligned to expected response.

When the calibration samples have been completed successfully, but one criterion had a different decision to what was expected by the PEO, the message on screen will show. This allows the assessor to be aware of the difference in decision for that criterion and apply this knowledge when commencing review work.

Initial calibration activity: Feedback

Successful completion

 You have successfully completed this calibration sample.
The expected decision for criterion 6 should have been 4 not 3.
If you have successfully completed all samples in your calibration queue, you will be able to commence your reviews as soon as the review window opens.

Marks	Assessment instrument	Files	Flags	
				ISMG Open all
				+ Explaining (Part A — short items) 
				+ Describing (Part B — interpretive item) 

Not successfully completed

 Your calibration sample has not been successfully completed.
An accurate decision was not made for the following:

- Criterion 1
- Criterion 2
- Criterion 3
- Criterion 4
- Criterion 5
- Criterion 6

You will be contacted or your sample will be reset shortly.

Marks	Assessment instrument	Files	Flags	
				ISMG Open all
				+ Explaining (Part A — short items) 

This slide shows the **Confirmer review screen** for successful and unsuccessful completion.

The message clearly outlines by criterion where your decisions were inaccurate.

For those who successfully complete, it is important to note decisions may not have been completely correct but were within tolerance. When we unpack this after completion, please ensure you note any criteria that you need to clarify and check your understanding of for future reviews.

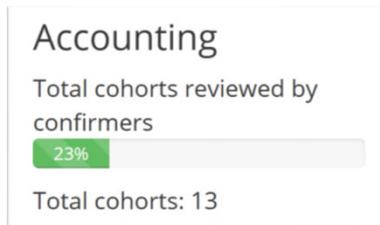
For anyone who does not successfully complete the sample review, it will be reset for another attempt, after we have regrouped to unpack. Please be aware that if you require further assistance after engaging in the unpacking discussion and attempting again, we may contact you to support your understanding of review or syllabus requirements.

Summary of updates for assessors



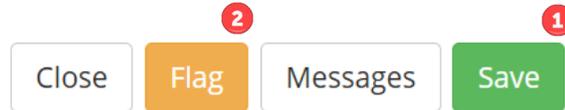
Confirmer workflow: In-app reminders

Initial subject review progress:



In-app reminders for confirmer view:

- **Category 2 flag:** Must save selected decisions before raising flag.



- **Get new submission** — if no escalations, **submit to lead** to get to next submission.



Raising a flag

On the right side, you'll find a reminder of the workflow order when raising a flag as this is a common point where errors occur:

If a confirmer wants to raise a Category 2 flag, they must complete as much of the review as possible first. This means, review and decide as many criteria as possible, entering key cited evidence, if required. Then they need to click **Save** on the **Confirmer review screen** to ensure that work is recorded and not lost.

Then, click **Flag** to raise the Category 2 flag. Once it has been flagged, and the flag note has been entered and saved, the submission will show as **Escalated**, and that sample can no longer be accessed by the confirmer.

If a confirmer does not follow this process, any review work they completed will not save, i.e. if they enter the flag and save flag before clicking **Save** on the **Confirmer review screen**, the completed decision work will be lost, and they will need to redo.

Once a confirmer has completed all reviews in a submission, they must select **Submit to lead confirmer** to be able to get next submission. Unless there is an escalated sample — ensure all other samples are reviewed, then move on.

Leads must not process anything in a submission until the confirmer has **submitted** or **escalated** (with all samples as complete as possible).

Contact details

Subject-specific matters (syllabus, subject report, ISMG): Contact the relevant subject email at: <https://www.qcaa.qld.edu.au/about/contact/syllabus-contacts>

Confirmation processes: confirmation@qcaa.qld.edu.au

Review meetings, RSVP, availability: confirmation_assessors@qcaa.qld.edu.au
All information relating to RSVP and recording for pay (timesheets/piece rate) is provided via emails to assessors from this address.

IT issues: clientservices@qcaa.qld.edu.au

Thank you for your participation and involvement in event 1.

Australian Professional Standards for Teachers

Domain	Standard	Focus description
Professional Practice	5.3	Make consistent and comparable judgements
Professional Engagement	6.2	Engage in professional learning and improve practice
Professional Engagement	7.1	Meet professional ethics and responsibilities

Source: Australian Institute for Teaching and School Leadership (AITSL), 2018, *Australian Professional Standards for Teachers*, www.aitsl.edu.au/teach/standards.

There is no certificate for this briefing.

References

Australian Institute for Teaching and School Leadership (AITSL). (2018). *Australian Professional Standards for Teachers*. www.aitsl.edu.au/teach/standards.

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