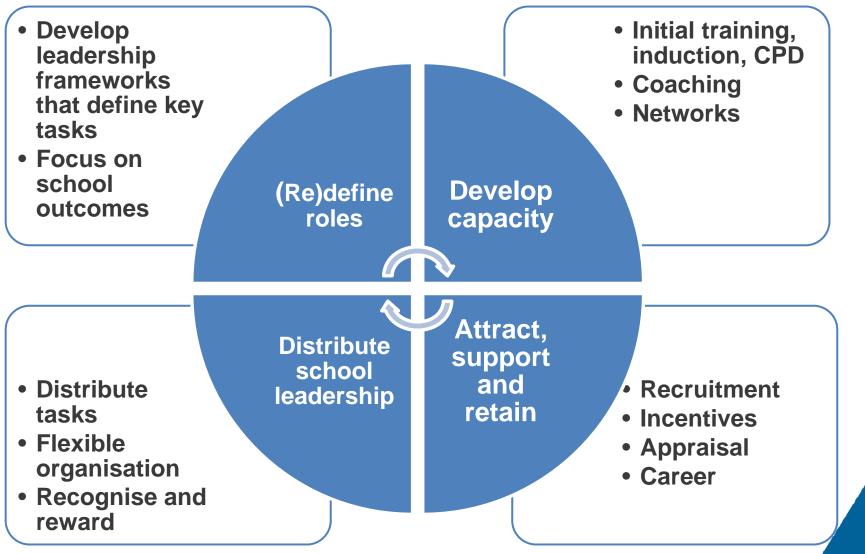
#### DEVELOPING STRONG SCHOOL LEADERS

**Conference on Education Innovations for 21<sup>st</sup> Century Skills** Hosted by the Ministry of Education and Science of the Kyrgyz Republic and the World Bank

Anna Pons, OECD Bishkek, 22 June 2015



# Policies for strong school leadership





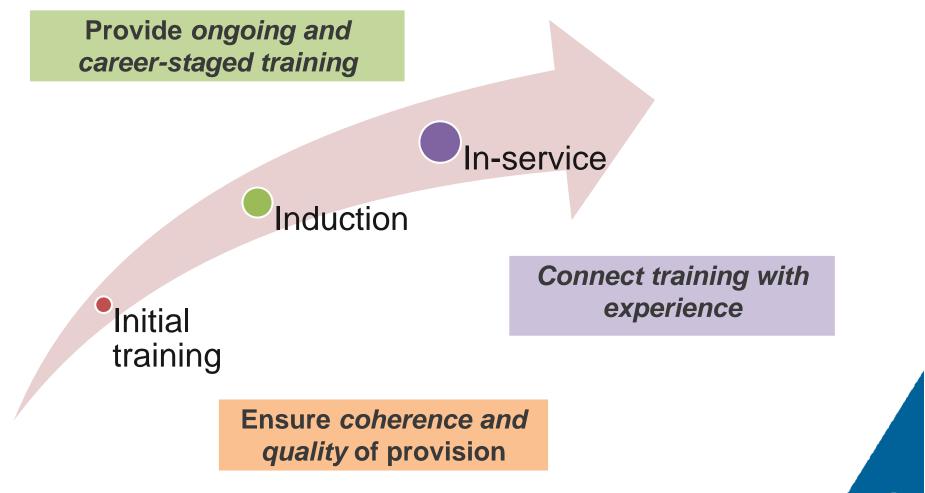
- Provide autonomy coupled with support and clear definition of core responsibilities
- Develop leadership frameworks for improved policy and practice
- Frameworks should define the main tasks of leadership for improved learning:
  - Support, monitor and develop teacher quality
  - Goal setting, assessment and accountability
  - Strategic financial/HR management
  - Collaborate with other schools and institutions (system leadership)

### Distributing school leadership responsibilities

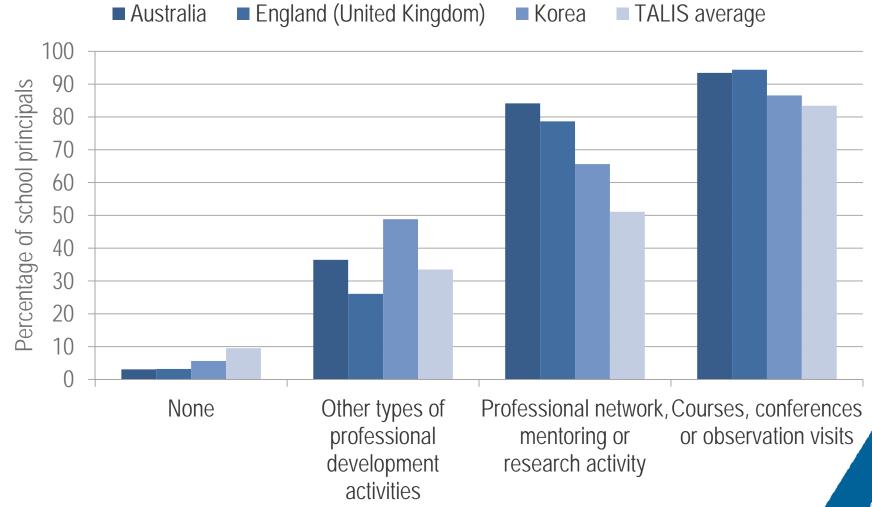
- Adopt a broader concept of leadership
- Distribution as a strategy for succession planning
- Extend leadership training to leadership teams and middle management
- Recognise and reward distributed leadership



# Develop leadership skills throughout the career



# Principals' participation in professional development (TALIS, 2013)



# Increase the attractiveness of the profession

- Plan for leadership succession
- Professionalise recruitment
- Provide adequate remuneration: salaries should reflect the high level of responsibility
- Provide opportunities for career development





#### www.oecd.org/edu/schoolleadership



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