DEVELOPING STRONG SCHOOL LEADERS

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Policies for strong school leadership

- Develop leadership frameworks that define key tasks
- Focus on school outcomes

- Initial training, induction, CPD
- Coaching
- Networks

- (Re)define roles

- Develop capacity

- Distribute school leadership

- Attract, support and retain

- Distribute tasks
- Flexible organisation
- Recognise and reward

- Recruitment
- Incentives
- Appraisal
- Career
Redefine 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

Provide ongoing and career-staged training

Ensure coherence and quality of provision

Connect training with experience

Initial training

Induction

In-service
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
For further information

www.oecd.org/edu/schoolleadership

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Thank You!