



OECD Directorate for Education

Education Policy Implementation: Mexico

www.oecd.org/edu/calidadeducativa

OECD-MEXICO AGREEMENT TO IMPROVE THE QUALITY OF EDUCATION IN MEXICAN SCHOOLS
UPDATE No. 3: February 2010

Background: OECD Supporting Mexican Education Reforms

The OECD is collaborating with Mexico on the design and implementation of education reforms to improve the quality of education in schools in Mexico. During this two-year project, the OECD Directorate for Education will support the Government of Mexico, through the Ministry of Education (*Secretaría de Educación Pública, SEP*), providing analysis, advice and communication on school leadership, teacher policy, evaluation, and incentives to assist Mexico in implementing education reform. The background to this joint effort is the *Alianza para la Calidad de la Educación*, the 2008 agreement between the Mexican Federal Government and the National Union of Educational Workers (*Sindicato Nacional de Trabajadores de la Educación, SNTE*).

Recent developments (October 2009-February 2010)

Visit to the OECD by Mexico Minister of Education, Mr. Alonso Lujambio, 6 October 2009, OECD Headquarters, Paris.

During his visit, the OECD Secretariat presented to Mr. Alonso Lujambio the progress of the different components of the OECD-Mexico agreement. The Minister also requested that the OECD provide elements to support the development of a teacher evaluation system and to contribute to national discussions with key stakeholders. The OECD agreed to provide, in addition to outputs previously established, a comparative analysis of international practices on teacher evaluation and advice on the development of an in-service teacher evaluation system in Mexico, using international lessons and adapting these in the Mexican context.

OECD-Mexico Workshop on School Management and School Leadership and launching of the publication "*Mejorar el Liderazgo Escolar*", October 2009, Mexico City

This workshop, jointly organised between OECD and SEP, was attended by about 150 people from different states, such as school principals, supervisors, under-secretaries of education and representatives of civil society. The workshop focused on defining and developing a set of key priorities for school leadership policy in Mexico by 1) analysing international practices in school leadership from Argentina, England, the United States and others; 2) discussing Mexico's current approaches and challenges to school leadership and 3) exploring how international practices can provide elements to enrich Mexico policies on school leadership. Among the key conclusions were: The importance of professionalization of school directors, including the strengthening of training that principals receive at all stages of their careers; their appropriate selection, that standards proposed for principals foresee and align what is asked with what will be evaluated; and that to accomplish their tasks, school principals receive sufficient support. There were high level representatives of the Mexican state, such as Mr. Fernando González, Under-Secretary of Basic Education of Mexico, and Mr. José Luis Rodríguez, Secretary of Education of Morelos, as well as members from the *OECD Steering Group on School Management and Teacher Policy*. During the workshop, two OECD publications were presented as well in Spanish:

the OECD Report Improving School Leadership (Volume 1: Policies and Practices) and the Improving School Leadership Toolkit. All presentations can be found on the website.

Review Visit of the OECD Steering Group on School Management and Teacher Policy, 19-24 October 2009, Mexico City

For the second time in 2009, the *OECD Steering Group on School Management and Teacher Policy* and two invited experts performed a review visit and met with key stakeholders from the Education community in Mexico. The goal of this visit was to gather information to develop its recommendations on school management, social participation and teacher selection, recruitment, evaluation, training and development. Among those interviewed were: high level policy makers from the Ministry of Education (SEP) and from different States, civil society representatives, trade union representatives, academics. Key people working in and with schools were also interviewed: teachers, school principals, supervisors, ATP's, SNTE's leaders, students as well as teacher and students from Normales. During this visit, the expert groups visited the states of Guanajuato and Puebla. In addition, authorities from other federal entities were interviewed, among them: Baja California Sur, Colima, DF, Veracruz and Oaxaca. The OECD has also organised short visits to Aguascalientes, Chiapas and Nuevo León. The OECD Secretariat would like to thank all participants for their cooperation and extremely valued suggestions. The first draft of the OECD recommendations will be available at the end of March 2010.

OECD-SEP Global Conference: Education Policy Reforms for Mexico in a Comparative Perspective, 30 November, 2010

This seminar organised by OECD and SEP aimed to present and discuss with the members from the new Mexican Congress Education Committees the key OECD findings for Mexico in the areas of school leadership and teacher education, professionalization, incentives and assessment. The presidents and numerous members of the Education Committees from both Chambers actively participated. The meeting was led by Minister Alonso Lujambio and the OECD Deputy Secretary-General, Aart de Geus. One of the key lines of the discussion was the process of implementing education reforms. Therefore, during the seminar relevant international experiences in education policy reforms were analysed and some of the work and preliminary recommendations derived from the OECD-Mexico Agreement.

OECD-Mexico Workshop: Towards a Teacher Evaluation Framework in Mexico: International Practices, Criteria and Mechanisms, 1 - 2 December 2009.

This workshop was also a joint effort of SEP and the OECD. Nearly 200 representatives from federal and state educational institutions participated in the workshop, as well as Mexican and international experts, civil society organisations and members of the National Teachers' Union (SNTE). Invited international experts provided examples of in-service teacher evaluation methods from six OECD and non-OECD countries: the U.S., Chile, Portugal, Singapore, Brazil and Sweden. In addition, education authorities from the Mexican states of Chiapas, Nuevo León, and Veracruz presented teacher evaluation and rewards programs that are being designed and implemented at the local level. The Minister of Education of Mexico was present for the opening of the workshop, the presentation of international experiences, as well as for the workshop conclusions presented in the final plenary session.

☀ Did you know that: If you are interested in Teacher Evaluation practices of these countries or states, you can download their presentations on our website!

OECD Steering Group on Evaluation and Teacher Incentives Policies, 1-4 December 2009

The *OECD Steering Group on Teacher Evaluation and Incentive Policies* convened in Mexico City, Mexico, for its third meeting on 3 - 4 December 2009. The purpose of the meeting was to discuss the main issues to be brought into consideration in developing the recommendations for an in-service teacher evaluation system for Mexico. All members of the Steering Group, chaired by Mr. Carlos Mancera, attended the workshop held on December 1 - 2, and so the outcomes of the workshop were very useful for the discussion and analytical work of Steering Group. A member of the *OECD Steering Group on School Management and Teacher Policy* also participated in the discussion as a means to increase synergies among the two steering groups.

OECD-Harvard Seminar for Leaders in Educational Reform: Module 1 - Teacher Professionalisation; Santiago, Chile 18-24 January 2010

A delegation of 25 high level Mexican decision makers, with representatives from the Ministry of Education (SEP), from the Chambers of Senate and Congress, from several States and from civil society participated in the first module of the OECD-Harvard Seminar in Chile. The seminar was structured with general presentations by the Chile Minister of Education, Profesor Richard Elmore, Chile education policy makers and academics, followed by team study visits and academic work at the Universidad Católica de Chile. The purpose of the Seminar was to analyse Chilean policies and practices in teacher evaluation, initial and continuing training and to reflect on which of these elements can be relevant to Mexico's current education policy reforms to improve the quality of education. Ms. Ana Maria Aceves, Director General of Evaluation and Planning was the head of the delegation. Two members of the OECD Steering Group on School Management and Teacher Policy in Mexico were key in this module: Ines Aguerro and Cristian Cox. A team report, "*Preliminary reflections of the participants of the OECD-Harvard Seminar for Leaders in Educational Reform on Teacher Professionalisation*" presents the key elements which the Mexican delegation found most valuable to be used as evidence for their current teacher policy reforms.

New Publications and Reports

Launch of the Spanish version of the OECD publication *Improving School Leadership (2008)* and the *Implementation Toolkit for School Leaders (2009)*: *Mejorar el Liderazgo Escolar: Políticas y Prácticas & Herramientas de Trabajo para Mejorar el Liderazgo Escolar*. October 2009.

These analytical tools respond to relevant questions such as: What leadership roles contribute most to improving student learning? How best to allocate and distribute leadership tasks? How to develop the right skills for effective school leadership? How to make the profession attractive to high-quality candidates? These publications are based on an OECD study of school leadership practices and policies around the world. The full text in Spanish of both publications is available on our website.

 ***Did you know that:* A report on school leadership practices in Mexico is available in our website?**

Launch of the international publication *Evaluating and Rewarding the Quality of Teachers: International Practices, in English and Spanish (Evaluación y Reconocimiento de la Calidad de los Docentes – Prácticas Internacionales)*, 1st December 2009.

The book *Evaluating and Rewarding the Quality of Teachers – International Practices* provides a unique overview of teacher evaluation and rewarding practices in over 20 OECD and non-OECD countries, including India, Mexico, Singapore, the United Kingdom, and the United States. Susan Sclafani, former education advisor to the government of the United States, edited and coordinated the book for the OECD, and was invited to launch the book, in the company of officials from the OECD, members of the OECD Steering Group on Teacher Evaluation and Incentive Policies, and authorities from SEP. The full text of the book is available here: www.sourceoecd.org/education/9789264061989

 ***Did you know that:***

The full text of the book in English and Spanish is available at our website!

The Spanish version of the OECD report *Teachers Matter: Attracting, Developing and Retaining Effective Teachers (2005): Los docentes son importantes: Atraer, formar y conservar a los docentes eficientes*. December 2009.

This report provides a comprehensive, international analysis of trends and developments in the teacher workforce in 25 countries around the world; research on attracting, developing and retaining effective teachers; innovative and successful policies and practices that countries have implemented; and teacher policy options for countries to consider. While documenting many areas of concern about teachers and teaching, the report also provides positive examples of where policies are making a difference. It spotlights countries where teachers' social standing is high, and where there are more qualified applicants than vacant posts. The full text in Spanish is available at: www.oecd.org/edu/calidadeducativa

 ***Did you know that:***

You can find a report on the teaching profession and teacher policies in Mexico on our website

Upcoming Events, February – March 2010

3rd Steering Group on School leadership and Teacher Policy meeting, Paris, February 2010. The Steering Group will meet to discuss the draft report School Management and Teacher Policy in Mexico.

OECD-Harvard Seminar for Leaders in Educational Reform: *Module 2 - School Leadership & Management*; Toronto, Ontario 2-8 May 2010. This Seminar will analyze how Ontario has reformed their school leadership selection, training and support to improve school results within a broader framework of school improvement. Participants will meet key Ontario stakeholders and academics, visit schools and school boards and work in an academic setting to decipher how these reform lessons can be

OECD-Harvard Seminar Seminar for Leaders in Educational Reform: *Module 3 - Implenting Reforms in Mexico*; Mexico June/July 2010 (to be confirmed). This final session of the OECD-Harvard Seminar will bring together all participants of the Chile and Ontario Modules with Harvard academics and members of the Steering Group on School management and teacher policy in Mexico to discuss implementation of education policies in Mexico.

A study commissioned by the OECD is beginning in February 2010 focusing on a review of relevant experiences and practices in a sample of Mexican states regarding teacher performance measures and criteria used at the state-level, including students' ENLACE results, for rewards programs and educational interventions, as well as feedback and reporting mechanisms. The final results of this study will be available in April 2010 and will provide evidence to inform the detailed policy advice and options that will be presented to SEP regarding the implementation of evaluation and incentives schemes in Mexico for 2010 and beyond.

Two-week mission of Paris-based OECD staff to support policy and technical discussions with SEP and educational stakeholders, 10 – 20 February 2010, regarding the expected results for 2010 for the Evaluation and Teacher Incentives strand of the project. Meetings will also be held with external experts and consultants that are working with the OECD in the development of policy advice for Mexico on these issues.

Members of the OECD Steering Groups

OECD Steering Group on School Leadership and Teacher Policy in Mexico	OECD Steering Group on Evaluation and Teacher Incentives Policies in Mexico
Sylvia Schmelkes (Chair, Mexico)	Carlos Mancera (Chair, Mexico)
Inés Aguerrondo (Argentina)	José Luis Gaviria (Spain)
Cristián Cox (Chile)	Jorge Juárez (Mexico)
Ulf Fredriksson (Sweden)	Enrique Roca Cobo (Spain)
Ben Levin (Canada)	Halsey Rogers (The World Bank)
Peter Matthews (United Kingdom)	Lucrecia Santibáñez (Mexico)
Robert Schwartz (United States)	Susan Sclafani (United States)
Margarita Zorrilla (Mexico)	Margarita Zorrilla (Mexico)

Project Staff, OECD Directorate for Education

Bernard Hugonnier, Deputy Director, Project Leader
 Beatriz Pont, Coordination

<p>Education and Training Policy Division <i>Team working on school leadership, teacher selection and professionalisation</i> Deborah Roseveare, Head Beatriz Pont, Senior Analyst Francisco Benavides, Analyst Diana Toledo Figueroa, Analyst, Mexico Elvira Berrueta Imaz, Support</p>	<p>Indicators and Analysis Division <i>Team working on evaluation and teacher incentives</i> Andreas Schleicher, Head Michael Davidson, Senior Analyst Alejandro Gómez Palma, Analyst Marlene Gras Marin, Analyst, Mexico Isabelle Moulherat, Support</p>
---	--