



# Improving School Leadership



**Copenhagen, April 14-15, 2008**

Workshop 4:

## **Making school leadership an attractive profession**

- Recruiting, rewarding and supporting effective leadership

Deborah Nusche

OECD Education Directorate

Copenhagen, 14-15 April 2008

# School leadership: **the four policy levers**



**(Re)defining school leadership responsibilities**



**Distributing school leadership**



**Developing the knowledge and skills of school leadership**



**Making school leadership a more attractive profession**



## Attracting & recruiting principals

The current workforce is retiring but few are interested in moving up to principal positions

15 / 22 countries report difficulties in filling principal positions

- Hungary: 1.25 candidates per position (estimate)
- Chile: often below five candidates
- England: almost one third of positions have to be re-advertised

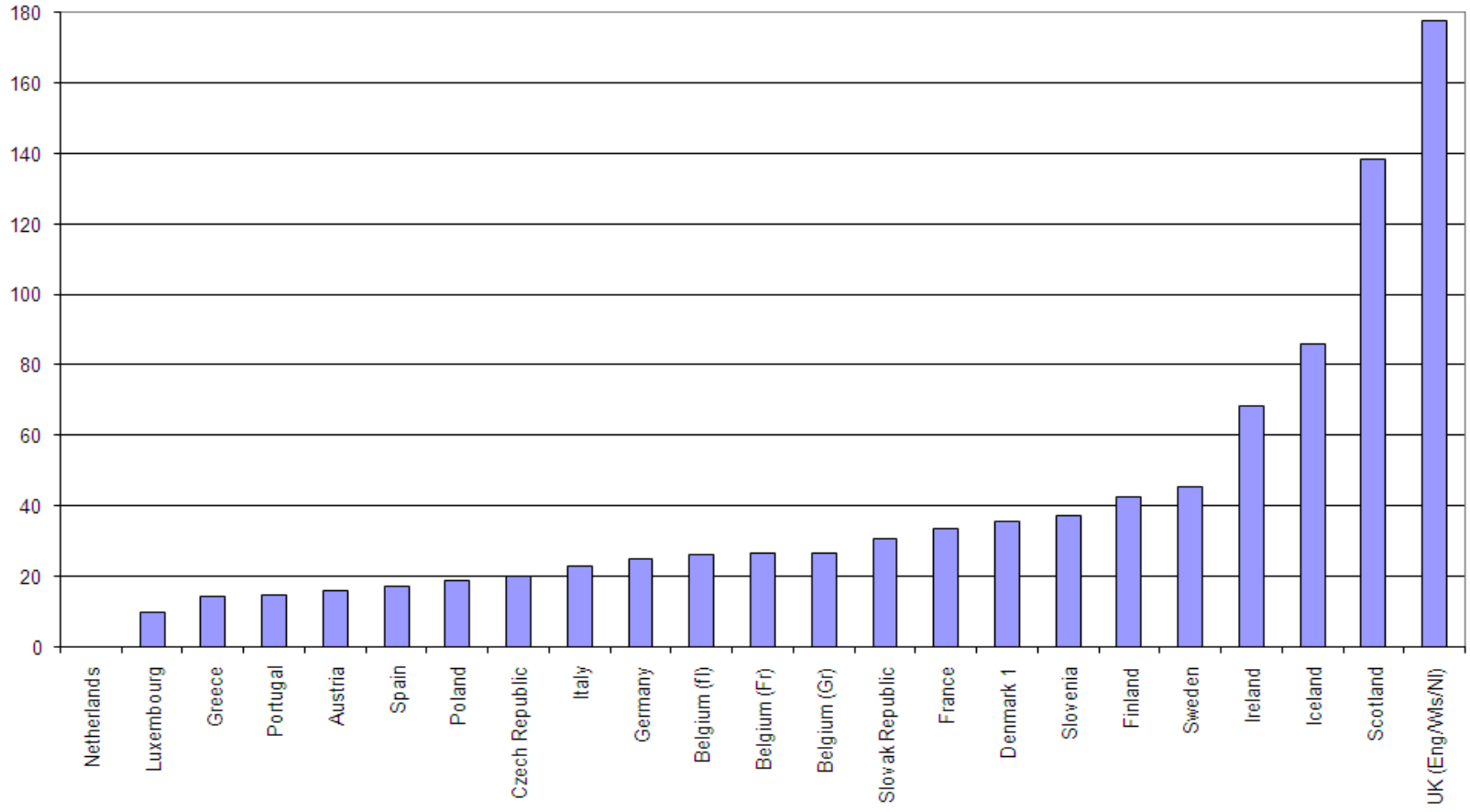
Particular difficulties in small schools, primary schools, urban areas

# School leadership: **the challenges 2**



## Rewarding school leadership

Percentage difference between maximum salaries of teachers and principals (2003)



# School leadership: **the challenges 3**



## Lack of career prospects

Traditionally most school leaders have had lifelong tenure

Problems of principal burnout

More recently many countries have increasingly moved to renewable  
fixed term contracts

Lack of opportunities to step up to new tasks

# School leadership: **The policy**



## Making school leadership an attractive profession

- Professionalise succession planning and recruitment
- Provide adequate remuneration
- Create opportunities for career development

# School leadership: **the policy**



Professionalise succession planning and recruitment

Plan for leadership succession

Consider broadening eligibility criteria for leadership teams

Provide guidelines and training for those participating in recruitment

# School leadership: **the policy**



**Provide adequate salaries**

Monitor school leaders' salary development

Salaries should reflect leadership structures

Link salaries to school level factors



# School leadership: **the policy**



## Support the school leadership career

Make the profession more flexible

Plan for alternatives to lifetime contracts

Provide options and support for career development

- Jobs in the educational administration
- Consultant leadership
- Leadership of groups of schools

*Thank you!*

*Mange Tak!*

[www.oecd.org/edu/schoolleadership](http://www.oecd.org/edu/schoolleadership)

[deborah.nusche@oecd.org](mailto:deborah.nusche@oecd.org)