

## Making School Leadership an Attractive Profession

### Pointers for policy development

#### PROFESSIONALISE RECRUITMENT

- Consider recruiting managers and leaders with different backgrounds and expertise for certain functions within leadership teams. These could be drawn from outside the education sector.
- Plan for leadership succession by proactively identifying potential leaders and encouraging them to develop their leadership practices and:
  - offer training programmes for aspiring leaders
  - establish contact between young teachers and current leaders
  - include leadership topics in initial teacher training
- Provide more elements to evaluate candidates such as competency profiles or leadership frameworks and put less weight on seniority.
- Provide guidelines and training for those on recruitment panels and encourage the use of recruitment tools to assess a wider range of knowledge, skills and competences.

#### MAKE SCHOOL LEADERS' SALARIES MORE ATTRACTIVE

- Compare salaries of school leaders with similar grades in the public and private sectors to keep the profession competitive and attract the best qualified graduates.
- Establish separate salary scales for teachers and principals.
- Establish salary scales reflecting leadership structures to improve the school level distribution of responsibilities in a leadership team context and to pay principals a sufficient salary premium over other staff to compensate for additional workload.
- Link salaries to school level factors, allowing substantial salary increases for school leaders in difficult areas.
- Make a balanced use of performance-related rewards. In systems using performance-related pay, develop reliable indicators and clear assessment criteria to ensure that assessment procedures take account of the context in which principals are working.

#### ACKNOWLEDGE THE ROLE OF PROFESSIONAL ORGANISATIONS OF SCHOOL LEADERS

- Encourage involvement of school leaders in professional organisations which provide a forum for dialogue, knowledge sharing and dissemination of best practice both among professionals and between professionals and policy makers.

#### PROVIDE OPTIONS AND SUPPORT FOR CAREER DEVELOPMENT

- Provide renewable fixed term contracts for principals to periodically reassess and acknowledge well-performing principals and encourage them to continuously develop their skills and improve their practice.
- Plan and provide opportunities for principals to step up towards new opportunities such as jobs in educational administration, leadership of federations of schools or consultant leadership

#### FURTHER READING

These general pointers for policy development are drawn from the Thematic Review of School Leadership, which examined policies and practices for school leadership in 22 countries. The findings of this review are presented in *Improving School Leadership Vol. 1 Policy and Practice*, published in June 2008. Background reports prepared by 21 countries, Case Studies on System Leadership, the Improving School Leadership toolkit and other documents of the review are also available on the OECD website [www.oecd.org/edu/schoolleadership](http://www.oecd.org/edu/schoolleadership).