



REPÚBLICA  
PORTUGUESA

EDUCAÇÃO

# **PUBLIC SCHOOL GOVERNANCE/ SCHOOL LEADERSHIP in Portugal**

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# SCHOOL LEADERSHIP in Portugal



**1 044 991 Students:**

**1º education cycle – 332 869**

**2º education cycle – 180 402**

**3º education cycle – 288 778**

**High school – 242 852**

**113 888 Teachers:**

**Career teachers: 98 292**

**Contract teachers: 13 122**

**46 864 Non teaching staff:**

**Operational assistants: 37 842**

**Administrative assistants: 9 022**

**10 555 853 Population**



**811 School clusters and Schools not grouped**



**811 School principals**

## FRAMEWORK

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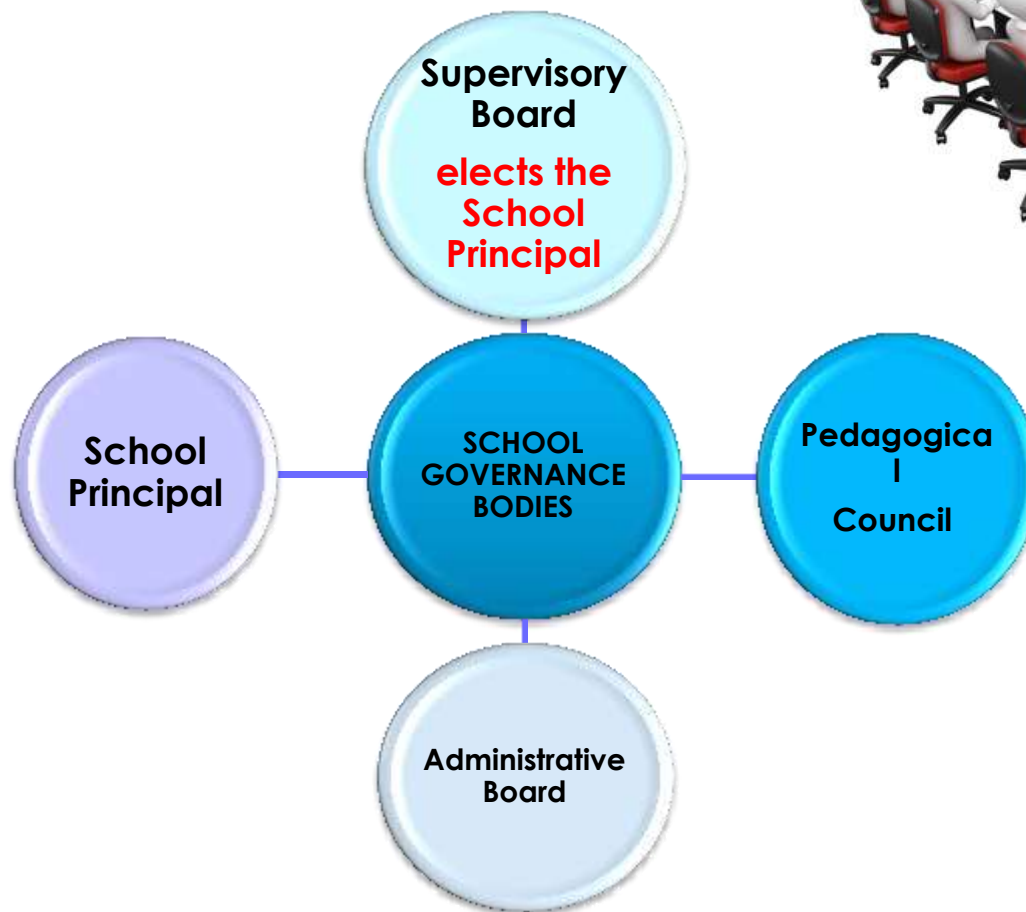
### PORTUGAL 2008 / 2012

- **New regime of autonomy, administration and school governance (Decree-Law no. 75/2008)**
- **2<sup>nd</sup> Amendment (Decree-Law no. 137/2012)**

### REINFORCEMENT OF LEADERSHIP

- **School Principal – one-person administration and management body**

## SCHOOL GOVERNANCE BODIES



## SCHOOL PRINCIPAL'S RECRUITMENT 1

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**Supervisory  
Board**



- **Analyses Candidates'/'s CV:**
  - Specific Qualification
  - Experience suitable for the duties to be performed
  - Significant curriculum in school governance
- **Analyses Educational Plan(s) for the School <sup>a)</sup>**
- **Interviews Candidate(s)**

## SCHOOL PRINCIPAL'S RECRUITMENT 2



**Candidates'/'s  
Educational Plan  
for the School<sup>a)</sup>**



- **Strategic Plan**

1. Defines the Mission
2. Characterizes the School
  - Weaknesses
  - Strengths
  - Threats
  - Opportunities
3. Sets Goals
4. Provides Guidelines and Actions

## SCHOOL PRINCIPAL'S RECRUITMENT 3



**Supervisory Board**



- Produces a report evaluating Candidate(s)
- Elects the School Principal who in turn selects his team.

## SCHOOL PRINCIPAL'S RECRUITMENT 4

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**Term**

- 4-year duration
- Can be extended a maximum of 4 times



## SCHOOL PRINCIPAL'S MAIN DUTIES

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## SCHOOL PRINCIPAL'S COMPETENCES

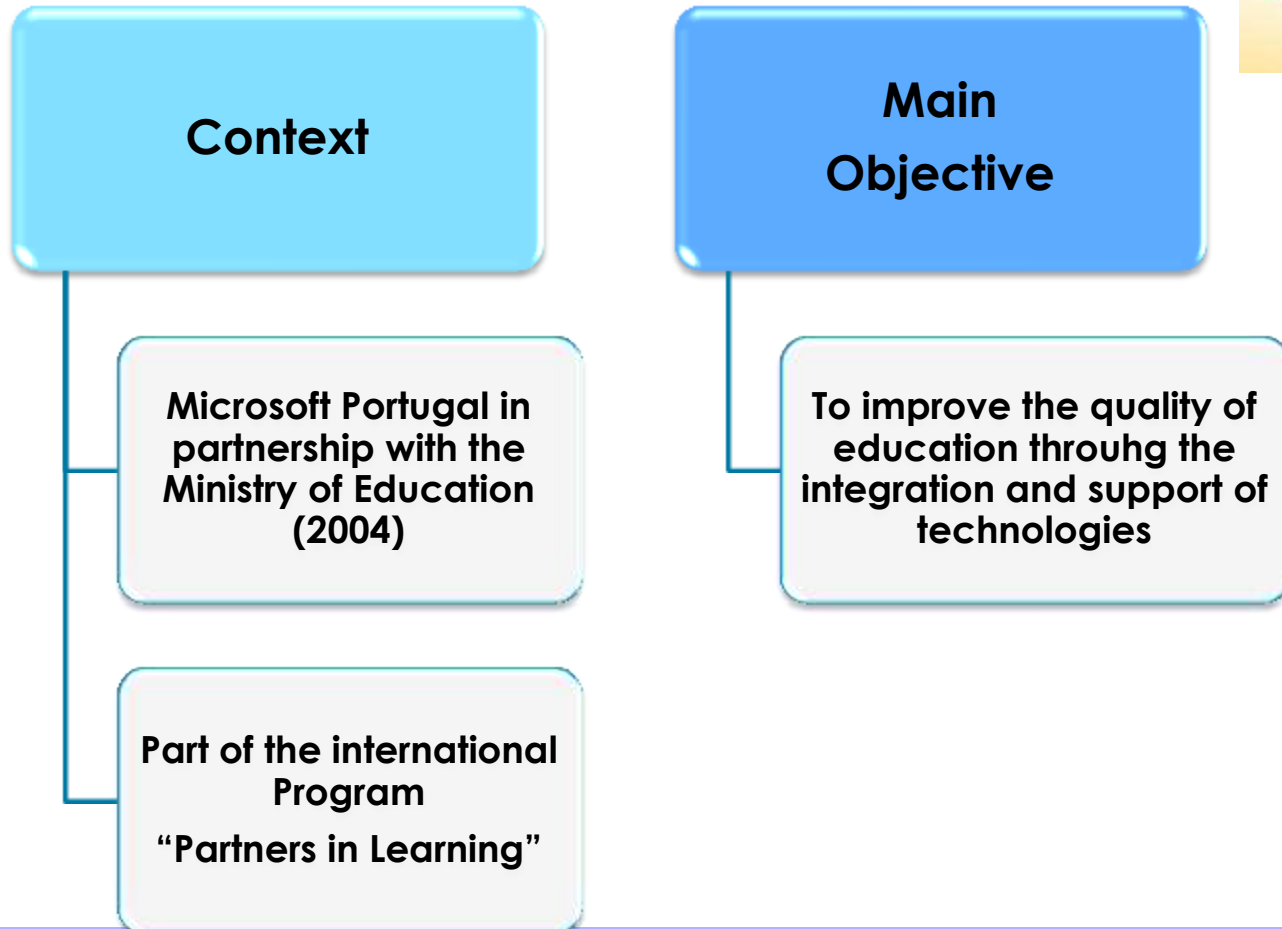
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- Leadership
- Proactivity
- Responsibility
- Accountability
- Empowerment
- Collaborative Practice
- Management and Result Assessment Practices
- Use of ICT



- Promotion/Reinforcement of School Autonomy

# INNOVATIVE SCHOOL LEADERS PROGRAM





## **OBJECTIVES OF THE INNOVATIVE SCHOOL LEADERS PROGRAM**

**To reinforce management and leadership skills of School Principals**

**To create and present a plan of action for leading and implementing change and innovation in the schools**

**To promote the contact and exchange between schools and companies**

**To understand the regulation processes of public education policies**

**To stimulate innovation culture in schools, along with the use of technologies to serve a better education**

# Responsability!

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**The School Principal has the overall responsibility for creating the conditions for the school to evolve as a learning organization as well as for promoting a culture of learning.**

[https://www.youtube.com/watch?v=j\\_0rpA0RXyE](https://www.youtube.com/watch?v=j_0rpA0RXyE)