



*School-Management and Leadership.
Training for School Leadership in Austria*

*ENTEPE-Conference
March 4th, 2016, Graz
Olivia de Fontana, Institute of Educational Governance &
Quality Development, PHSt*



Styria *Numbers & facts*

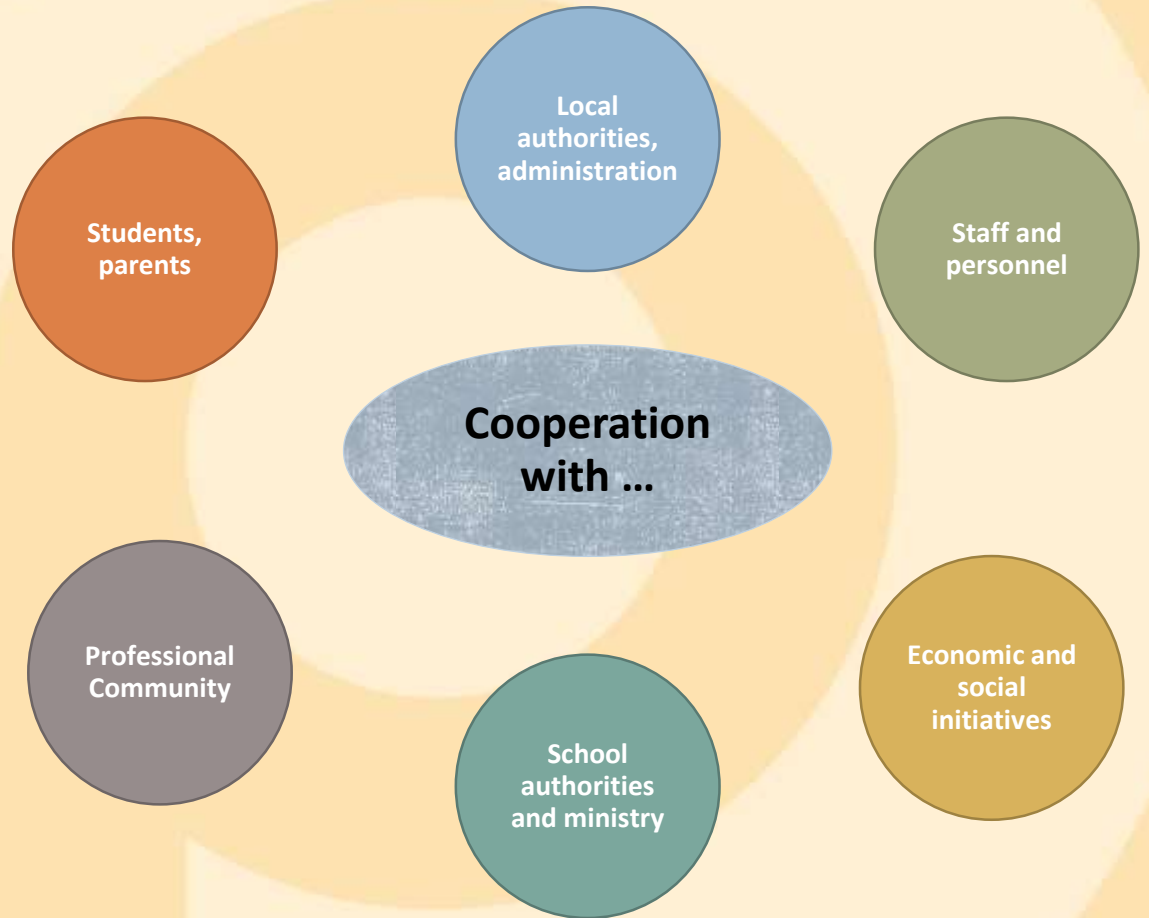
- Further Education for approx. 16.000 teachers of all school types
- ... for about. 1.000 school leaders (headmasters, heads of departments)
- ... in various school forms (primary school, all types of secondary schools: new middle school, grammar school, vocational and advanced vocational school)



16.400km²
approx. 1,2 mill.
inhabitants
approx. 870 schools
approx. 148.000 pupils

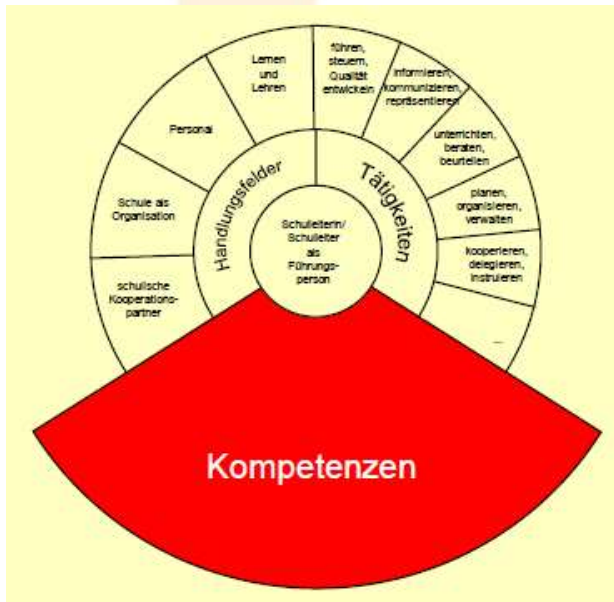


*Leadership:
Connect &
decide*





Competence



- Professional Competence
 - School Models „State of the Art“
 - Laws, governance and administration
 - Systems Knowledge
- Social Competence
 - Skills in Communication
 - Skills in mediation/conflict strategies
 - Role awareness
- Personal Competence
 - Decisiveness
 - Reflexive competence
 - Self care



Professionalisation

- Clear view on career and role expectations
- Knowledge about laws, decrees and regulations
- Acquisition of skills in communication and moderation



Professional
approach to
school
development

- Moderation: methods and instruments
- Knowledge and debate of state-of-the-art theories concerning school quality
- Project management
- Ability/skill/willingness to tackle conflicts



Instruments of
quality control

- Knowledge about function and goal of management/governance tools
- Communications Strategy & concept
- Human resource management
- Evaluation as a supporting tool



Leadership

- Knowledge about leadership and governance theories and measures
- Ability/skill to successfully master challenging conversations
- „Dialogic Leadership“
- Reflexion of one's own leadership role



Preparation

*Training for
the Job*

Structure

- Opening workshop (1 day)
- Shadowing (1 ½ days)
- Intersision / Coaching (½ day)
- Reflective workshop (1 ½ days)

Aims

- Attain knowledge about job specifications, duties and responsibilities
- Find out personal need of further qualification
- Assistance (decision)



*Seminar/training
programme*

Mandatory course of studies:
„**Schulmanagementlehrgang**“

Based on nation-wide curriculum 2010
Styria's model:

- 4 obligatory modules
- Evidence of 44 lessons/hours
„Leadership & governance courses“
(= module 5)
- Reflective Paper corresponding to
scientific criteria



*Seminar/training
programme*

Module 1: Communication & Leadership

(26 lesson units)

Leadership theory

Concepts of leadership, management and governance and focus on role

Importance of communication

Modul 2: Managing Conflicts

(16 lesson units)

Addressing conflicts

Prevention

Sources of conflict (system: school/s)
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*Seminar/training
programme*

Modul 3: 3a Quality of Teaching & Human Resources (26 lesson units)

Basics of Instruction and Classroom-Monitoring
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Counselling and Feedback

Human Ressource Development

3b School and Public Service Law (8 lesson units)

Modul 4: School Development

(24 lesson units)

Organisational Development

School Development as a process

Promotion of and usage of tools in project management (school development processes)



*Academic
support - PLG*

- Network
- Series of events and connected workshops

Focus on school leader and his/her governance team/steering committee



*„SQA in der
Allgemein-
bildenden
Höheren Schule“
facts*

- 7 teams (always presided by school leader)
- Size of teams: 3 – 6 people (steering committee/governance team)
- 4 events/modules, each 2 days
- Duration: 2 years
- Team of counsellors (consistent)
- Specific input by specialists (experts)
- Follow-up-events → PLG



Concept

Professionalisation

Professional
approach to school
development

Instruments of
quality control

Leadership



Concept



PLG – Professional Communities



*Concept
New
curriculum*

Professionalisation

Professional
approach to school
development

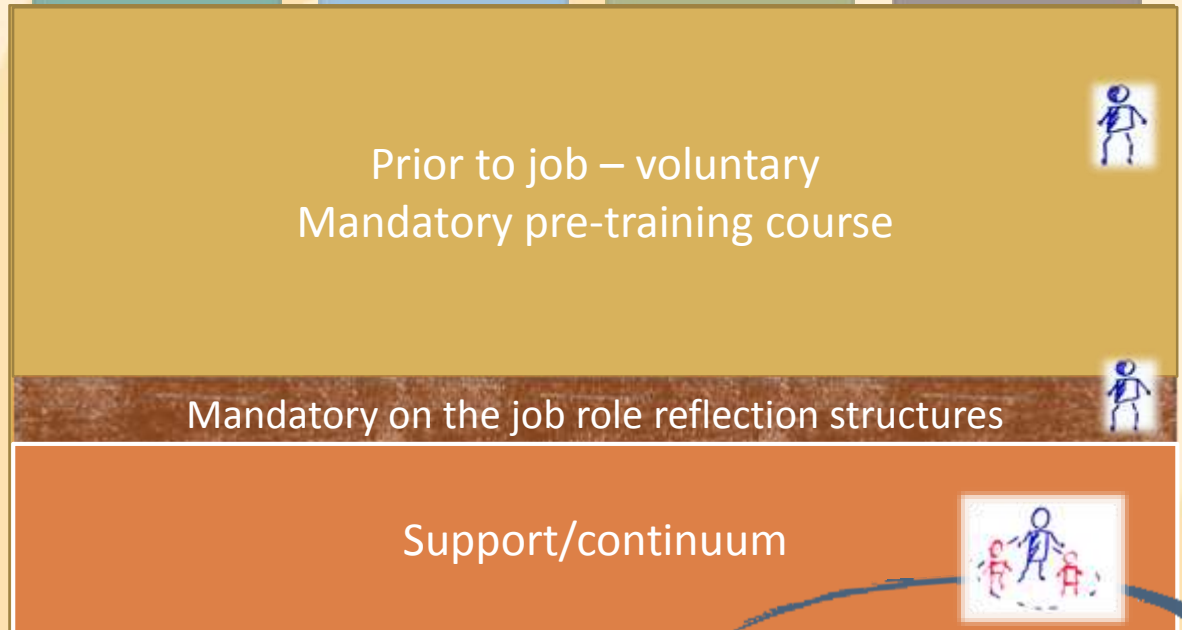
Instruments of
quality control

Leadership

New concept of the ministry (as of now):
Prior to job - mandatory



Possible future Concept



PLG – Professional Communities

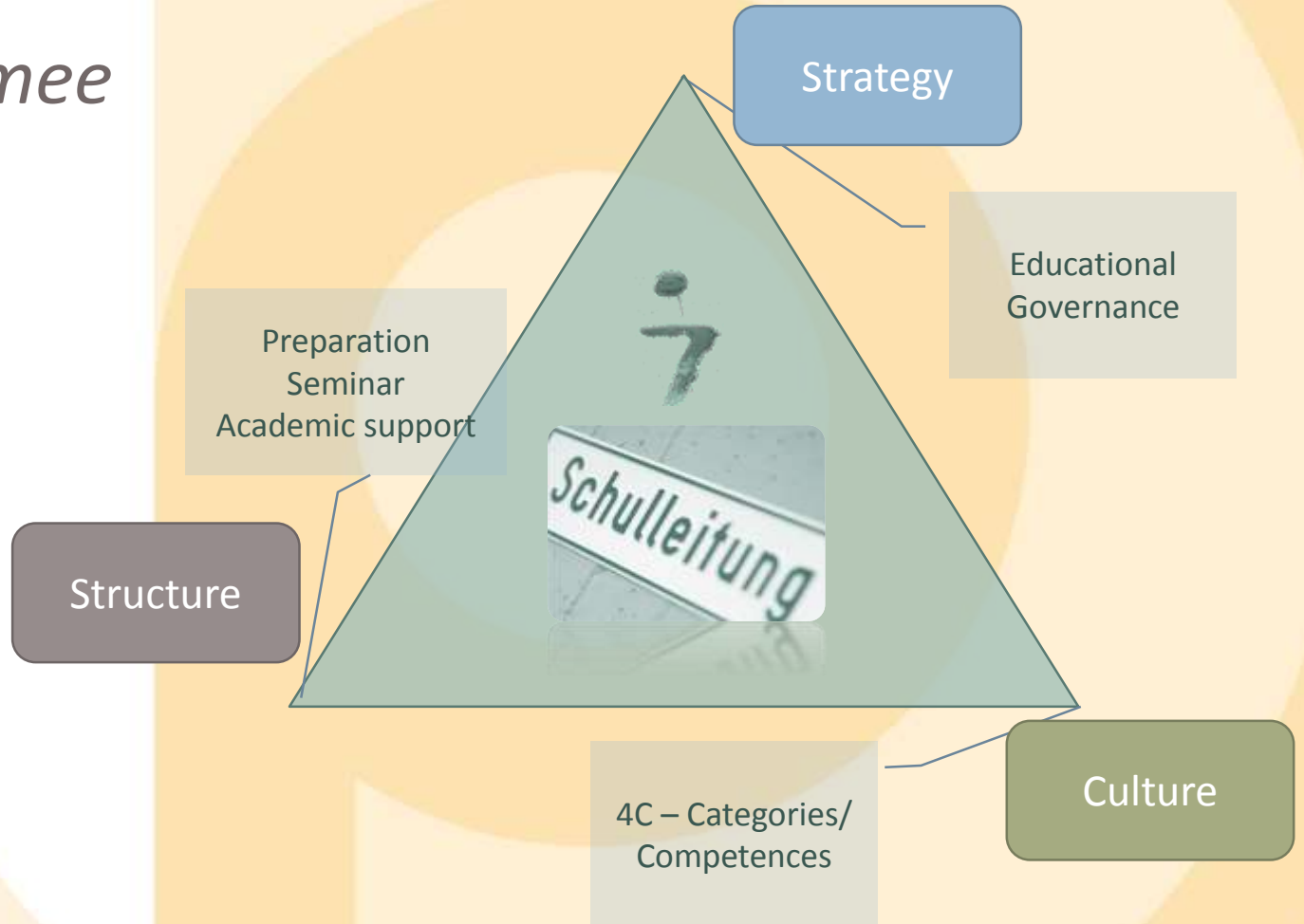


*Accompanying
steps and
procedures*

- Continuous research in the various aforementioned areas
- Continuous development of innovative projects
 - Counselling
 - School Governance (new curriculum)
- Professional Community
 - Conferences
 - Reception and authorship theory and research
- Cooperation with School Authorities



Resumee





Deductions & recommendations

More **management**, administration and governance courses, as well as scientific training **behorehand**

- **Focus on ROLE** – prior to job and on-the-job and responsibilities
- Awareness of different **careers in the educational sector** (already as students)
- **Reflexive settings** during training as well as support programmes (**induction** phase!)
- **Mandatory** further & ongoing **professionalisation** for **school leaders**
- Split „Job“ **admission procedure** – first part **before** course programme; second selection by independant/external company