

**Project outline: “Professional autonomy, accountability and efficient leadership”**

*and the role of employers’ organisations, trade unions and school leaders in international perspective*

**Budget:** call for proposals DG EMPL Social Dialogue

**Deadline:** deadline project proposal 20 June 2013

**Project partners:**

- Leading applicant is the Secondary Education Council of the Netherlands (VO-Raad);
- Co-applicants are: European Federation of Education Employers (EFEE) and European Trade Union Committee for Education (ETUCE);
- Affiliated entities are: Ministry of Education and Culture of Malta, Local Government Association of the UK (LGA), General Trade Union for Education of the Netherlands (AOB).

**Introduction:**

During 2011, the European Federation of Education Employers coordinated a project on “Leadership and Governance in Schools” (VP/2010/001/0250), during which a survey among different EU employers’ organisations was conducted on the employers’ approach to the selection, training and holding to account of school leaders.

During the last phase of EFEE project on *School Leadership & Governance* in (VP/2010/001/0250), the members of the project Steering Committee expressed their strong interest for a follow-up study, linking the first project results with some more academic research. At the same time, the idea of peer learning visits was mentioned in order to study more in-depth the structures of some countries with different employers’ structures, different styles of school leadership, different educational structures. ETUCE has also worked extensively on the issue of School Leadership and has produced in 2012 an ETUCE survey report and an ETUCE Policy Paper on School Leadership.

After having worked first separately on the issue, the European Social Partners in Education deem it now high time to work jointly on the matter. As a consequence, the matter of School Leadership has been added as priority area to their EFEE/ETUCE Work Programme 2012-2013.

VO-Raad (decentralised education employer) submitted in close cooperation with the European social partner in education, EFEE, this project proposal on “Professional autonomy, accountability and efficient leadership.” The submission has the support of ETUCE, the Ministry of Education and Culture of Malta, LGA from the UK and AOB of the Netherlands.

**Focus of the project**

The project will focus on the role of employers and teacher-unions in stimulating the effectiveness of school leaders in realising educational quality, by means of improved industrial relations and improved employment relations.

In the study industrial relationships and employment relations are our starting points, but they are described from the angle of enhancing educational quality and performance.

Basically governance structures in education can be described as hierarchies, with different authorities and responsibilities defined at various layers.

In a literature review key concepts like functional decentralisation, distributed leadership, types of accountability and self evaluation of schools will be discussed and clarified and the state of the art on effective school leadership and school evaluation will be summarised.

In order to strengthen the findings of the first EFEE *School Leadership and governance* project, the ETUCE survey report and the ETUCE Policy Report on School Leadership, we foresee an important focus to be on the research part executed by an external expert.

This research component consists of the following subcategories:

- literature review, draft framework for national case studies
- structure/frame of peer learning visits, analysis of visits
- analysis of findings, draft academic part of final report

### **Overall design of the work program**

The work program consists of a *preparatory first phase*, which includes a review of the relevant literature and agreement on basic concepts, as well as the development of a check-list for the peer learning visits, a *second phase* in which 3 Peer Learning visits are prepared by small groups at national level and the 3 Peer Learning visits are organised and the field work is executed, and a *third phase* in which the final conference is held, a final report is written and if possible a ESSDE outcome is developed.

### **Proposed Steering Committee:**

VO-Raad NL: Sjoerd Slagter, President & Myrthe van Groningen, Project manager

EFEE: Bianka Stege, General Secretary & Sarah Kik, Assistant General Secretary

MoE Malta: Joseph Micallef, Director Human Resources

LGA UK: David Simmonds, Deputy Leader of the Council and Cabinet Member for Education and Children's Services Hillingdon / Chair EFEE

ETUCE: Martin Romer, European Director & Alexandra Reudig, Policy Coordinator

AOB NL: Walter Dresscher, President / Ben Hoogenboom, Vice President

