

European School  
Heads Association



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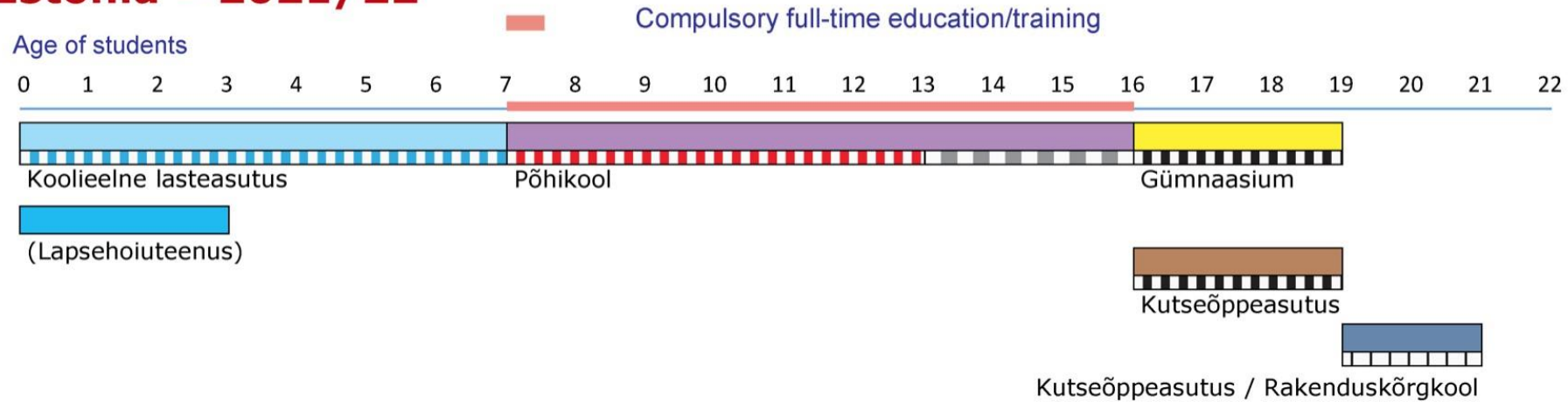
# Selection, training and evaluation of school leaders in Estonia

Toomas Kruusimägi  
Estonian School Heads Association  
ESHA Board member

- The Estonian Lifelong Learning Strategy 2020 sees learning as a lifestyle.
- The learning process itself is based on values like:
  - Responsibility - people are aware that learning and self-development are their own conscious personal choices as well as responsibility.
  - Necessity - the learning process is guided by the individual's personal interests and abilities and supports their development, whilst keeping in mind the requirements of the labour market.
  - Opportunities - a system of lifelong learning offers high quality, contemporary and flexible learning opportunities that are tailored for individual needs.

## Structure of the Education System

### Estonia – 2021/22



Early childhood education and care (for which the Ministry of Education is not responsible)

Early childhood education and care (for which the Ministry of Education is responsible)

Primary education

Single structure

Secondary general education

Allocation to the ISCED levels:

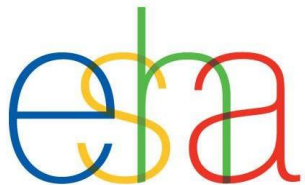
ISCED 0

ISCED 1

ISCED 2

ISCED 3

ISCED 4

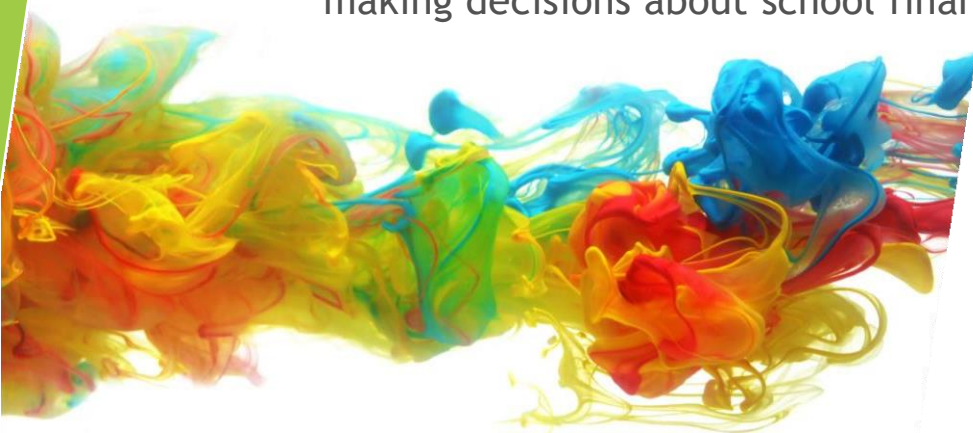


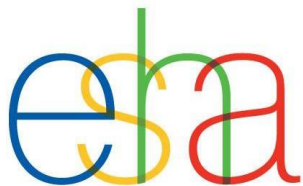
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## School leaders: qualification requirements, roles and responsibilities

- employed by the school owner (municipality / state / private entity);
- public competition must be organised to fill a vacant position;
- qualification requirements:
  - tertiary education qualifications (Master's degree or qualification equal thereto) and leadership competences;
  - school owners may specify additional requirements.
- length of contract: for an unspecified term (in public schools);
- high levels of autonomy provided to school leaders: from building a vision, appointing and dismissing staff, negotiating working conditions, designing the school curriculum to making decisions about school finances, educational priorities, and development plans.



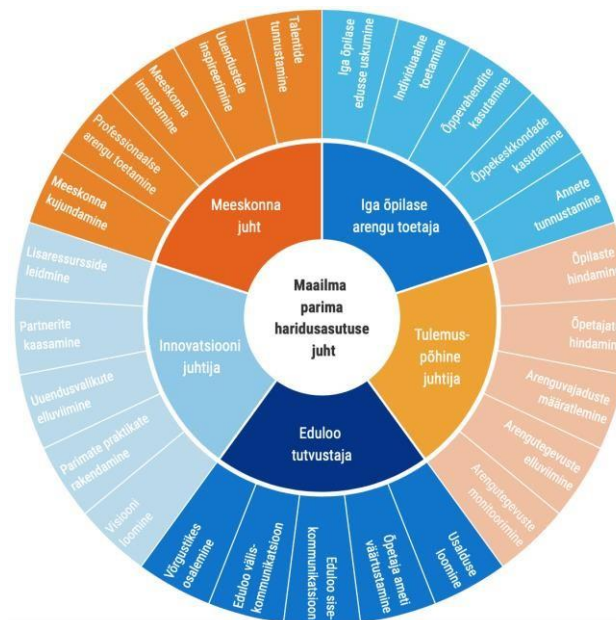


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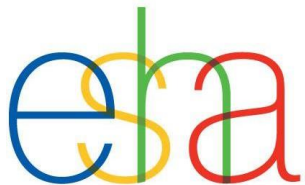


# School leaders: professional standards

- Competency Model since august 2012;
- 5 key competencies: Innovation Driver; Team leader; Supporter of each student's development; results-driven leader; success story presenter.
- The competency model is used for: self-development, recruitment and selection, professional development, individual counselling, performance assessment, recognition.







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Sources used:

- <https://www.hm.ee/en/estonian-lifelong-learning-strategy-2020>
- [https://eacea.ec.europa.eu/national-policies/eurydice/content/estonia\\_en](https://eacea.ec.europa.eu/national-policies/eurydice/content/estonia_en)
- <https://harno.ee/juhi-kompetentsimudel>





# This is ESHA

All members contribute and profit

The logo for the European School Heads Association (ESHA) features the lowercase letters 'e', 's', and 'a' in a stylized, lowercase font. The 'e' is blue, the 's' is green, and the 'a' is red. The letters are interconnected, with the 's' and 'a' sharing a vertical stroke.

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