



Selection, training & evaluation of school leaders in Greece

Georgia Karagianni

M.A, M.Ed., Ph.D. Candidate

President of Educom+

Head of the Department of Educational Affairs, Directorate of Secondary Education of Karditsa



The community for the
“plus” in education
<https://educomplus.eu/>

Education in Greece



Education in Greece

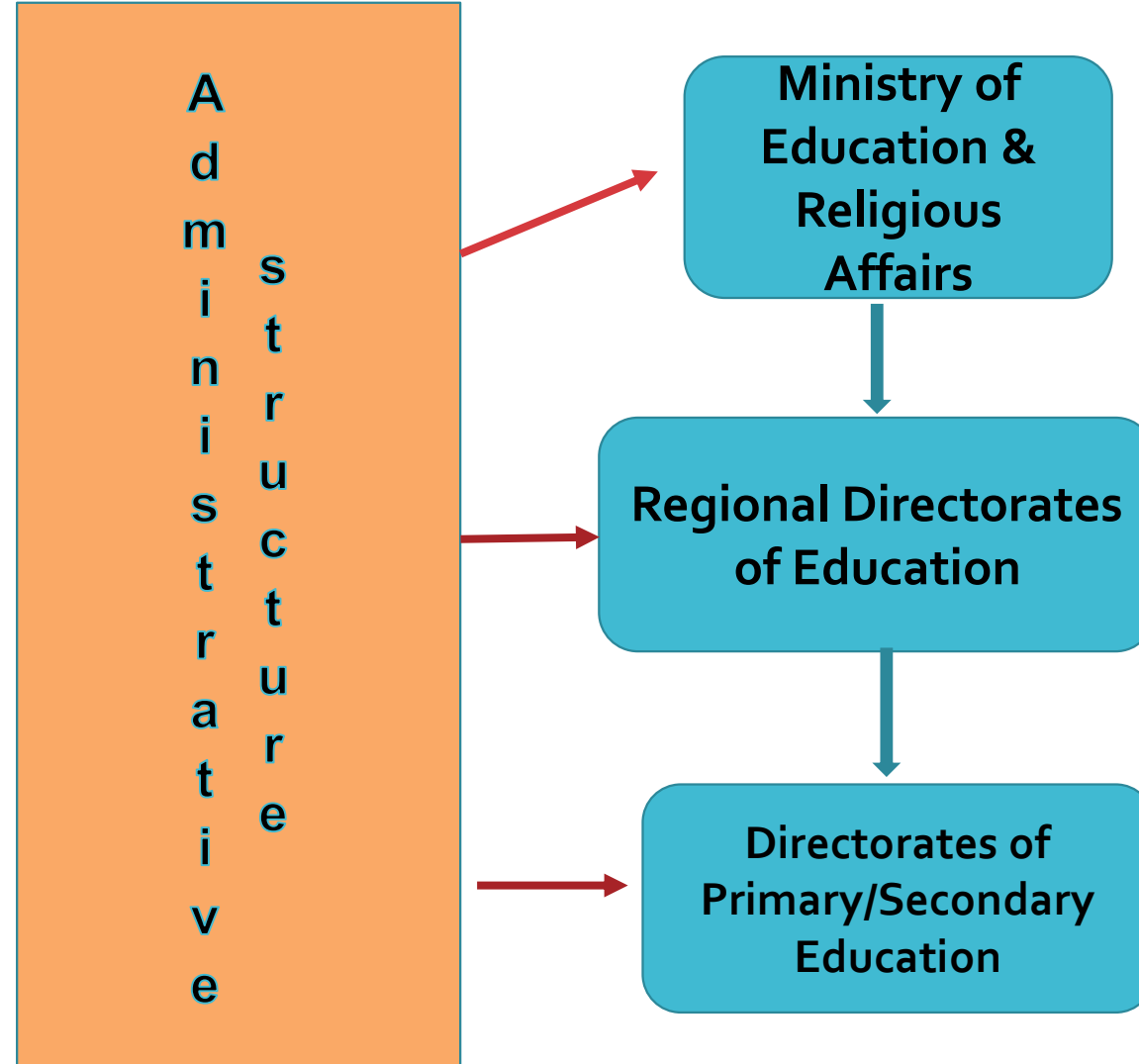
- Education in Greece is **compulsory** for all children aged 4-15 (pre-school, primary school and junior high school). The Greek state has the duty to provide education for all children who reside in Greek territory.
- Greece allows the operation of private schools, which may be either Greek (following the national curriculum) or branches of foreign schools (following a different curriculum).

Education in Greece

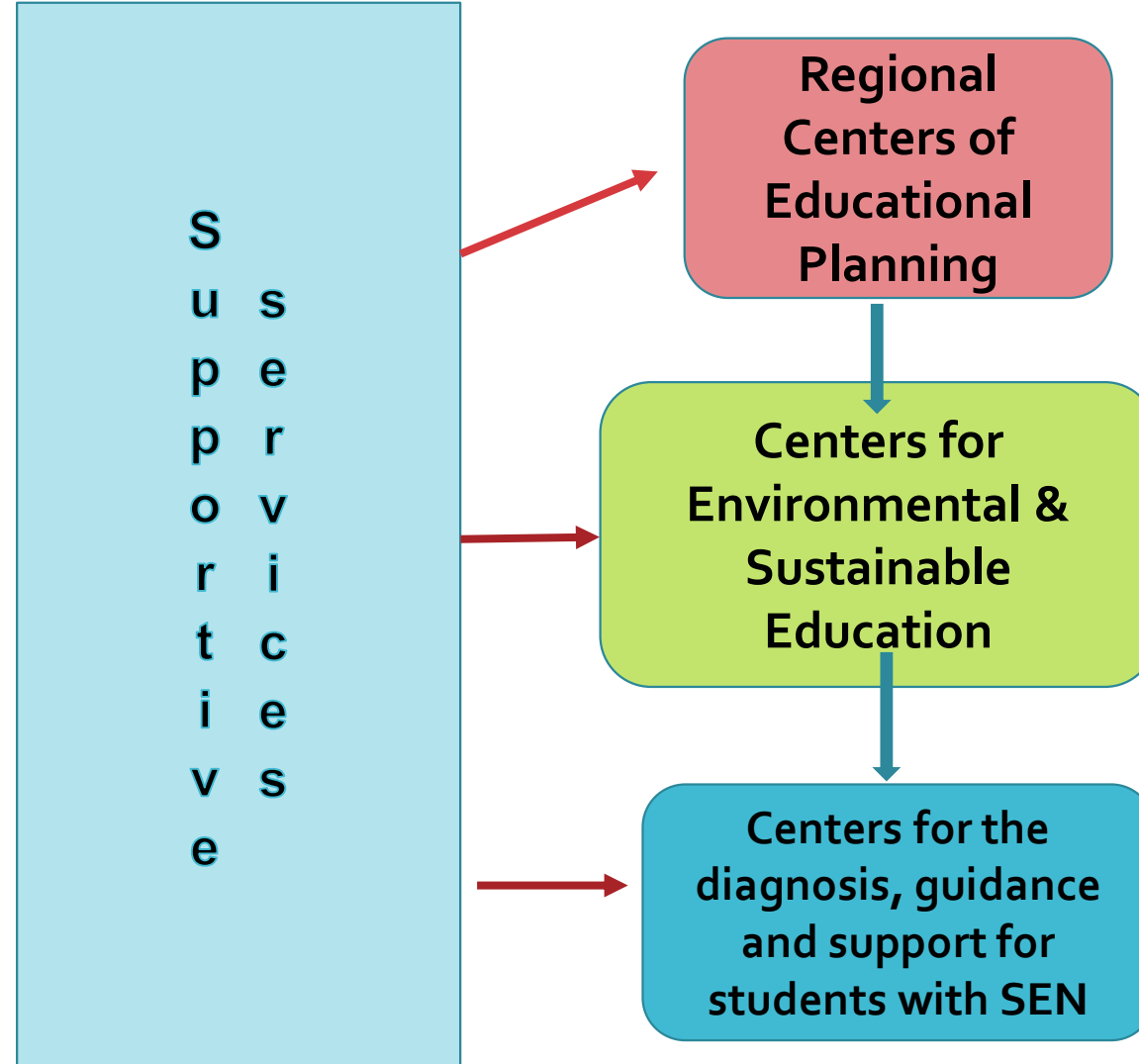
- ✓ School books are given to all students without financial charge
- ✓ The Ministry of Education is responsible for all matters related to school education (curricula, books, timetable, etc.) in cooperation with the regional Directorates of Education and the Directorates of Education.



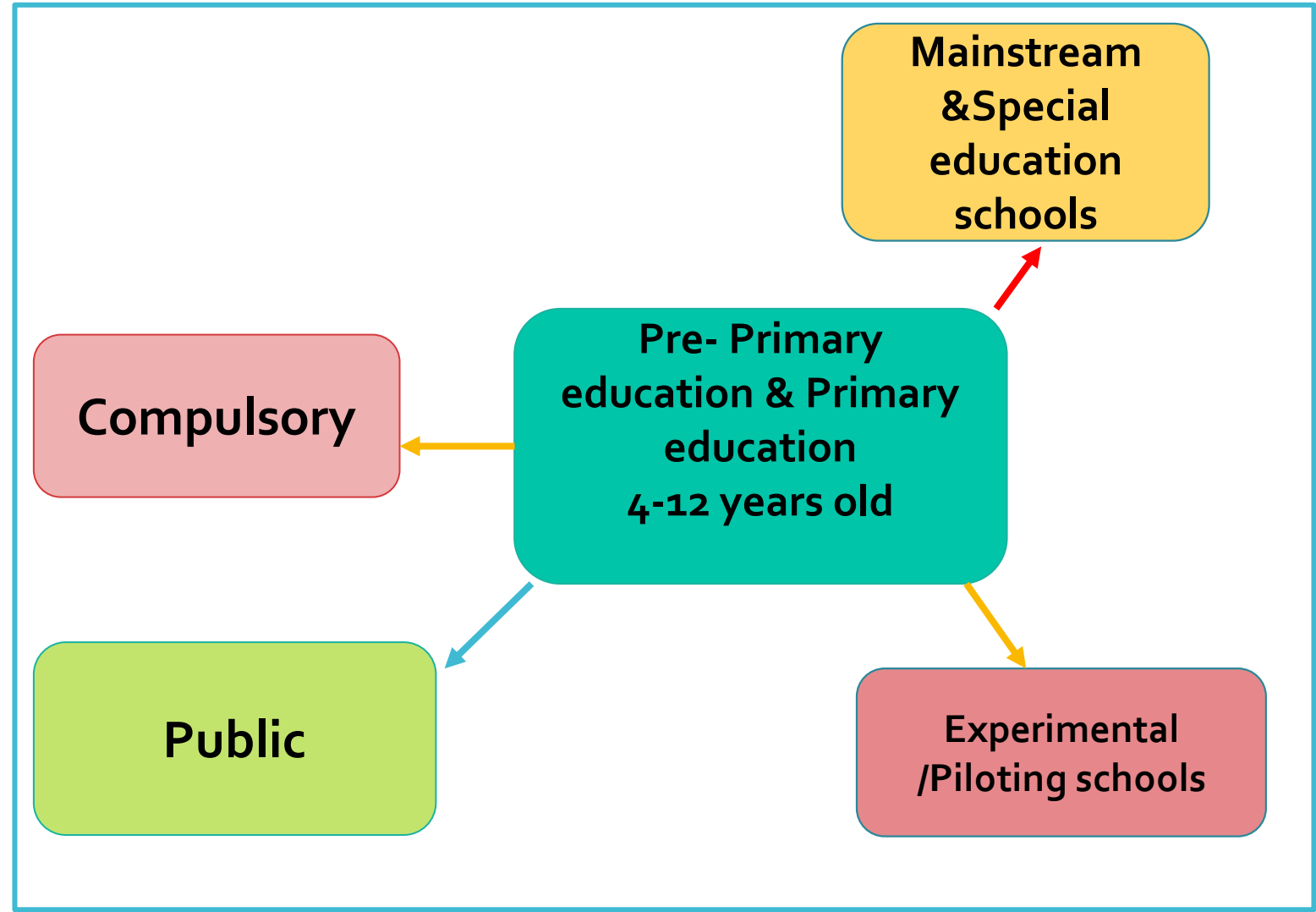
Education in Greece



Education in Greece



Overview of the Greek school system



Overview of the Greek school system

Important numbers for pre-primary education



- In the school year 2019-2020 there were 14.532 teachers
 - 3.742 were substitute teachers
- Only 180 of the pre-primary teachers were men

Overview of the Greek school system

Important numbers for primary education



- In the school year 2019-2020 there were
- **4.429** school units (157 were private schools)
 - **621.298** students in primary education schools
 - **73.722** teachers (19.892 men and 53.830 women)

Overview of the Greek school system

Important numbers for lower secondary education



In the school year 2019-2020 there were

- **1.724 junior high schools** (1.650 were morning schools and 74 were evening schools)
 - 7 church schools with 236 students
 - **320.822** students
- **39.524** teachers (12.603 men and 26.921 women)

Overview of the Greek school system

Important numbers for upper secondary education



In the school year 2019-2020 there were

- **1347** school units (general education)
 - **233.627** students
 - **23.914** teachers
- **10** church upper secondary education schools
 - **473** church school students
 - **164** church school teachers
 - **99** second chance schools
- **1.093** teachers working in second chance schools

Overview of the Greek school system

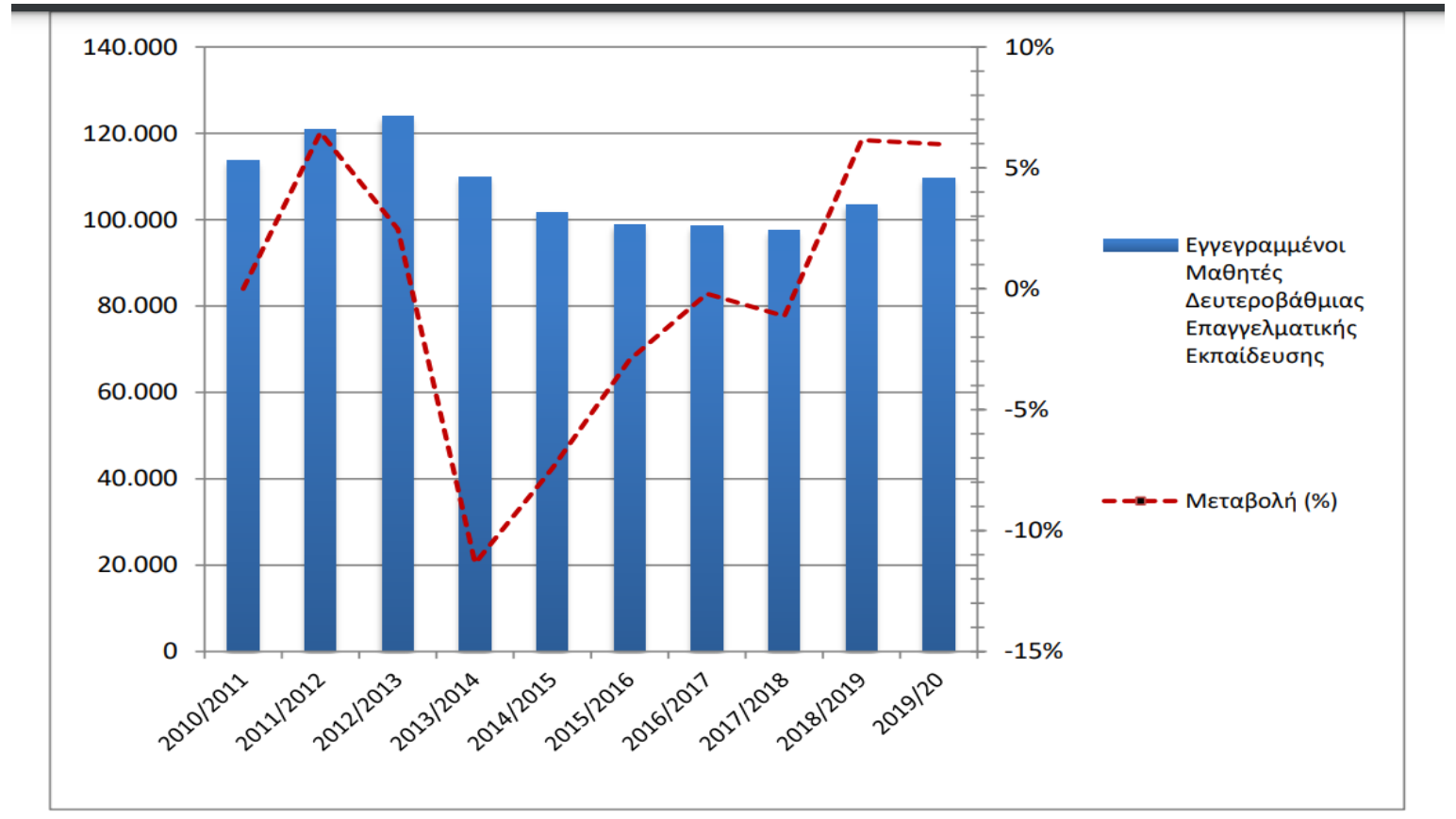
Important numbers for Vocational secondary education



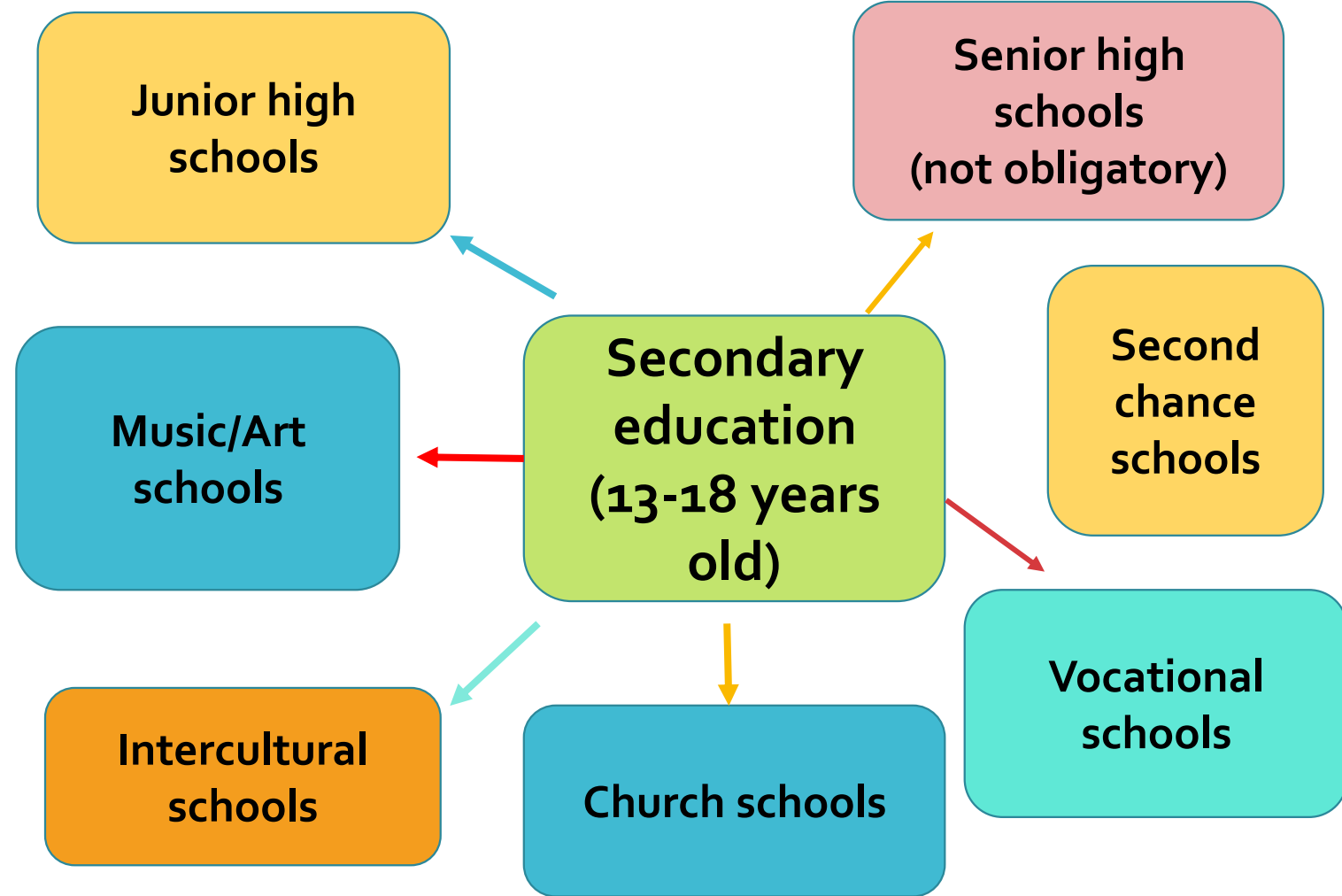
In the school year 2019-2020 there were

- **459** vocational schools
- **109.625** students in vocational education
- **13.547** teachers (of all subjects, technical included)

Overview of the Greek school system



Overview of the Greek school system



Overview of the Greek school system

- ✓ There are no exams in order to enroll a student to a Greek public school with the exception of pilot/ model schools.
- ✓ In Music and Art schools there are skill- based entrance exams

Overview of the Greek school system

Inclusive practices

SEN Students

- The Greek public education schools try to implement inclusion through special education classes in mainstream schools (for students with mild to moderate learning disorders) and 1:1 support to students with ASD or more severe learning disorders.





Overview of the Greek school system



Inclusive practices

SEN Students

- For students with more severe difficulties and disabilities, there are special education school units.

Special education statistics

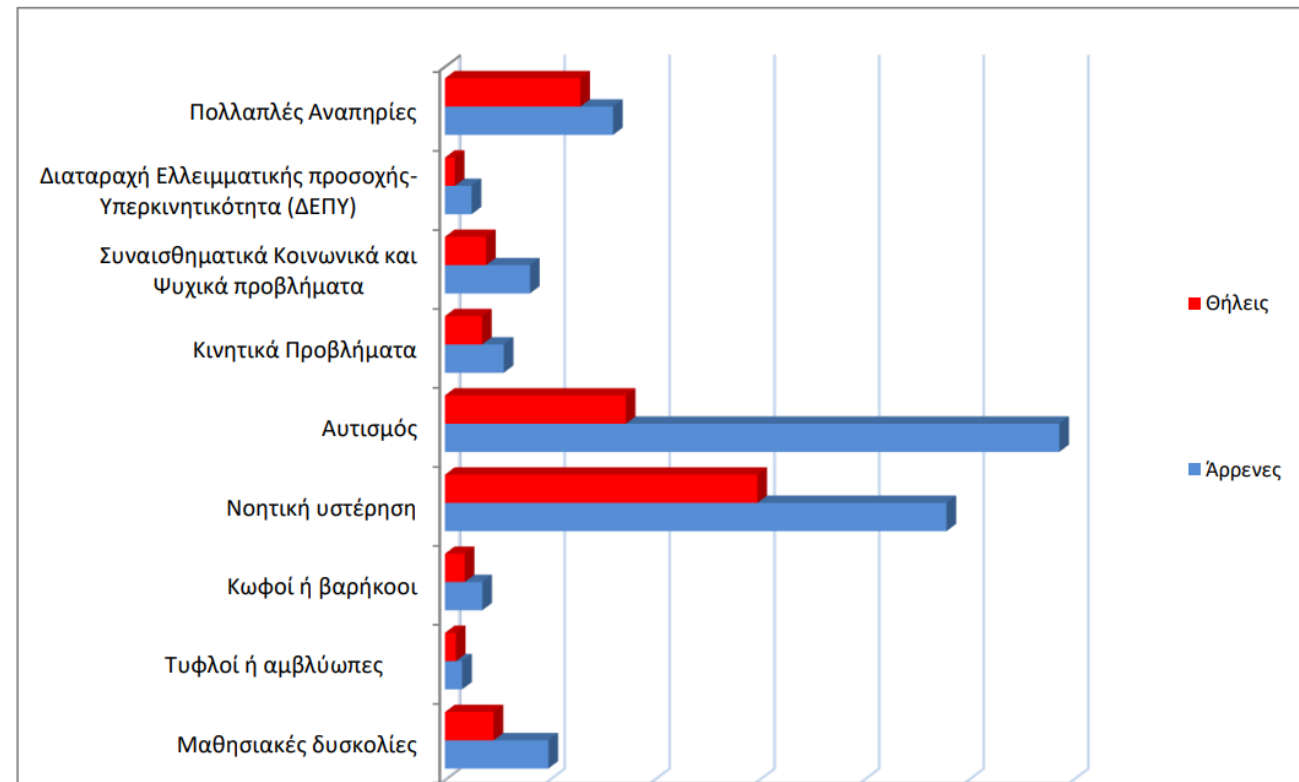
Πίνακας 1. Πλήθος σχολικών μονάδων κατά Βαθμίδα Εκπαίδευσης, Τύπο Σχολικής Μονάδας και Περιφέρεια

Κατά Βαθμίδα Εκπαίδευσης και Τύπο Σχολικής Μονάδας		
Βαθμίδα και Τύπος Σχολικής Μονάδας	Πλήθος σχολικών μονάδων	
	2018/2019	2019/2020
Ειδικό Νηπιαγωγείο	114	113
Ειδικό Δημοτικό	180	175
ΣΥΝΟΛΟ ΠΡΩΤΟΒΑΘΜΙΑΣ ΕΚΠΑΙΔΕΥΣΗΣ	294	288
Ειδικό Γυμνάσιο	8	6
Ειδικό Επαγγελματικό Γυμνάσιο	52	51
Εργαστήριο Ειδικής Επαγγελματικής Εκπαίδευσης (ΕΕΕΕΚ)	90	90
Ειδικό Λύκειο	5	3
Ειδικό Επαγγελματικό Λύκειο	39	39
ΣΥΝΟΛΟ ΔΕΥΤΕΡΟΒΑΘΜΙΑΣ ΕΚΠΑΙΔΕΥΣΗΣ	194	189
ΓΕΝΙΚΟ ΣΥΝΟΛΟ	488	477



Special education statistics

Γράφημα 2. Εγγεγραμμένοι μαθητές κατά κατηγορία ειδικής εκπαιδευτικής ανάγκης και φύλο, σχολικού έτους 2019/2020



Overview of the Greek school system

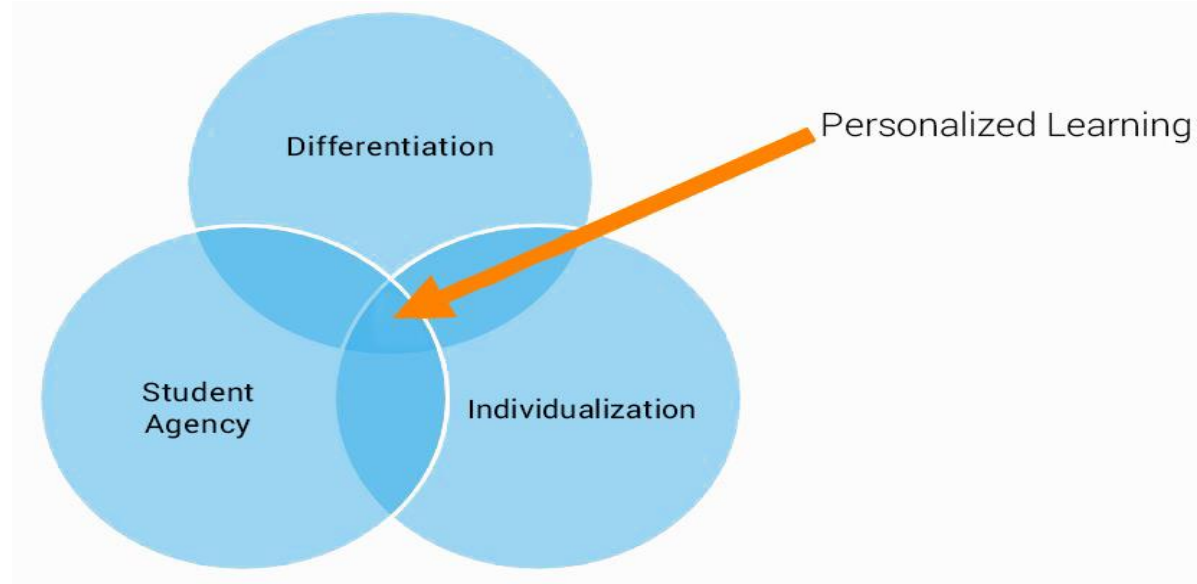
Refugee Education

- Some schools operate reception classes for students with refugee/migrant background. The Greek language is taught for 15 hours per week and then students are dispersed in their mainstream classes.
- According to legislation, students with refugee/migrant background are encouraged to attend subjects which facilitate their participation. These subjects are: Art, Music, IT, English, Physical Education etc.

Overview of the Greek school system

Refugee Education

Differentiation is strongly suggested as the optimal teaching approach since it meets individual needs and promotes personalized learning.



Overview of the Greek school system

Refugee Education

- ✓ School heads have the right to undertake everything regarding refugee students' enrollment at school
- ✓ In many municipalities there are interpreters who inform parents about the Greek education system and act as mediators
- ✓ Parents are also given the right to attend Greek language classes in evening schools, second chance schools etc.

Selection & training of school leaders

The selection of school leaders in Greece does not follow a time-resistant model. It changes frequently (almost every four years) but it is mostly based on the evaluation of some “typical” qualifications and an interview.

Currently, law 4823/2021 is in power and the next selection process (which is due in summer 2022) will be in line with the related articles of this law.



Selection process & training of school leaders

Who can apply?



- All teachers can apply for the position of the school principal, on condition they have **at least 8 years** of teaching experience.
- To apply for schools such as special education schools, teachers should hold a relevant specialization/ further training.
- To apply for vocational schools, candidates should have a 3-year experience in schools of this type.

Selection process & training of school leaders

Qualifications



- ✓ Academic qualifications (Master Degrees, Ph.Ds., second/third bachelor degree)
 - ✓ Publications, journals etc.
- ✓ Knowledge of foreign languages
- ✓ Knowledge of IT (prerequisite)
- ✓ Seminars/trainings etc. on pedagogical issues

Selection process & training of school leaders

Qualifications



- ✓ Extra score is given to those who have served in similar posts in the past
- ✓ Extra score is also given to teachers who have been members in teachers' unions and have participated as teachers' representatives in boards which appoint teachers to schools.
 - ✓ Extra score is given to teachers' prior evaluation

Selection process & training of school leaders

Interview



- ✓ The candidates are interviewed by a board of selection which is comprised by the Director of education, one school counsellor and two experienced and over qualified teachers
- ✓ They have to present and analyze a study case given to them a few minutes earlier
- ✓ The interview receives 1-20 in a climax of 1-100.



Selection process & training of school leaders

- Candidates apply for Directorates of Education NOT for schools
- Then, they select schools and are appointed based on the score they have received
- The selection process is repeated every four years
- Many a time school leaders are appointed to a different school and do not go on in their school because someone else with a bigger score has opted for it.

Roles & responsibilities of the school leaders

- ✓ School leaders in Greece are teachers who continue to teach (fewer hours of course!) even when they are school heads.
- ✓ Their role is mostly administrative but they are also pedagogic mentors.

First among equals



Principal Teachers





Roles & responsibilities of the school leaders



They are responsible for:

- ✓ The enrolment of new students at their school
- ✓ The approval of short trips, excursions, Erasmus+ mobilities and any other participation in contests, school championships, exhibitions etc.
- ✓ The management of money allocated to the school by the school board (supervised by the Mayor)
- ✓ The approval (or rejection) of teachers' absences
- ✓ The finalization of the school's time table
- ✓ The submission of the annual, collective planning in the beginning of the new school year and the evaluation and any adaptation of this at the end of the school year
- ✓ And many more every day tasks



Roles & responsibilities of the school leaders



They are also responsible for:

- ✓ The school's extroversion
- ✓ Monitoring the operation of the school unit (in terms of shortage of supplies, coverage of the teaching material, teacher-student relationships, etc.)
- ✓ The elections of the students' boards
- ✓ The organization of in-service training
- ✓ The best possible exploitation of teaching staff according to their strengths



Roles & responsibilities of the school leaders

In schools with special classes, school heads are presidents in a board consisting also by the special education teacher, the school psychologist and a social worker and whose aim is to initially carry out an assessment of the students' difficulties and at a second stage provide support and make interventions.

Roles & responsibilities of the school leaders





Evaluation of school leaders

The evaluation of school leaders follows both: top-down and bottom – up approach.

School heads are evaluated every two years a) by the school advisor who is responsible for the operation of the school unit in terms of pedagogies applied and b) by the Director/Directress of education in terms of their administrative capacity (*top-down approach*)

Evaluation of school leaders

The criteria according to which school heads are evaluated are:

- Knowledge of their duties and obligations as well as knowledge of school management and smooth operation of the school unit
- Effective Mentoring and coordination of the teaching personnel
- Cooperation with social services, local community, students, parents' committees and local stakeholders
- Level of support and facilitation towards teachers' professional development



Evaluation of school leaders

School heads are also evaluated by their teaching personnel in terms of their professional behavior, the quality of their cooperation, effectiveness of mentoring, problem-solving, decision – making, initiative taking and exploitation of current trends in new teaching approaches and methodologies (IT included).

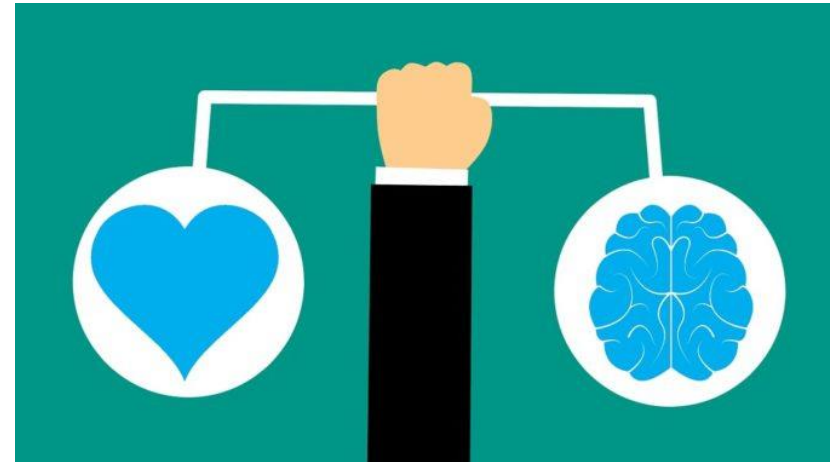
Evaluation of school leaders

Before the final evaluation is submitted, there is a semi – structured interview organized by the two evaluators (school advisor and director/directress of education).

The final evaluation score (in a climax from 1-100 points) is based on the interview, the school head's e-portfolio, the evaluation delivered by the personnel, the school leader's self-evaluation and the annual report on the collective planning he/she has submitted.

Evaluation of school leaders

- Great school leadership is the bedrock for great schools.
- Greek school leaders tend to be transformational and emotional leaders. They try to develop a deep sense of **shared purpose** and try to motivate through the use of emotional intelligence.



Thank you for
your attention

Sources and links

<https://www.statistics.gr/en/statistics/pop>

<https://www.minedu.gov.gr/>

<https://educomplus.eu/>