



How the assessment of the performance of heads of ECEC establishment helps to improve the quality of education

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REGULATIONS ON PERFORMANCE APPRAISAL OF HEADS OF STATE AND MUNICIPAL EDUCATIONAL INSTITUTIONS (EXCEPT HIGHER EDUCATION INSTITUTIONS), THEIR DEPUTY HEADS OF EDUCATION AND HEADS OF DEPARTMENTS ORGANIZING EDUCATION

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Tasks of performance evaluation of heads of educational institutions, deputy heads of educational institutions, heads of departments organizing educational activities:

- 1) **set clear** and focused performance **measurement objectives, outcomes and indicators**;
- 2) **to assess changes** in performance, performance and identify **opportunities for improvement**;
- 3) **to assess** the ability to perform the **functions set out in the job description**.

Principles of performance evaluation:

1. contextuality - the evaluation of performance takes into account the national education policy, the objectives set by the owner of the institution and the cultural and social environment of the institution, which is linked to the performance results;

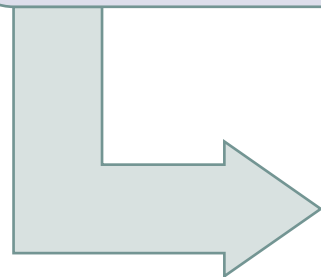
2. optimality – assessing activities and clear annual performance targets that are consistent with the aims and objectives of the educational institution, using adequate resources;

3. systematic – the evaluation is carried out on an annual basis, in a consistent manner, taking into account all evaluations of performance and the institution;

4. objectivity and transparency – the evaluation is based on clear indicators; the conclusions of the evaluation by the head of educational establishment are made public together with the Report.

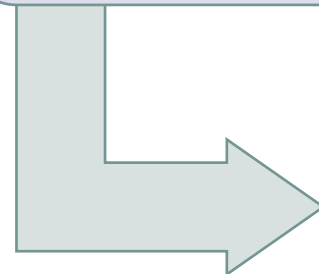
Municipality /
owner of
institution

- Set out the annual tasks for the head of ECEC;
- Within 15 days of the submission of the Report adopts the decision on the evaluation of the performance of head of ECEC. Head of ECEC may be invited to participate in oral presentation of the report to the mayor, representatives of the education department or other municipal representative.



Head of ECEC
establishment

- By 20 of January shall prepare the annual Report according to the given tasks. Makes it publicly available on website of ECEC and submits it to ECEC board (council)



Board /
council of
ECEC
establishment

- Assess the Report of the head of ECEC establishment and within 10 day may give proposals to the report; within 15 days conclude with assessment and give it to Municipality / owner of a school



Veiklos ataskaitos

Lopšelio darželio direktorės Violetos Kumžienės veiklos ataskaita už 2023 m.

Lopšelio-darželio diektorės Violetos Kumžiens veiklos ataskaita už 2022 m.

Lopšelio darželio direktorės Violetos Kumžienės 2021 m. veiklos vertinimas

Lopšelio-darželio direktorės Violetos Kumžienės veiklos ataskaita už 2021 m.





SELF-ASSESSMENT INSTRUMENT / METHODOLOGY

Self-assessment indicator of the quality of preschool education activities -
The culture of the learning organization.

This area of self-evaluation is measured by 4 indicators:

- 7.1. School activity management,
- 7.2. Continuous professional development,
- 7.3. Leadership for Learning,
- 7.4. School self-governance.

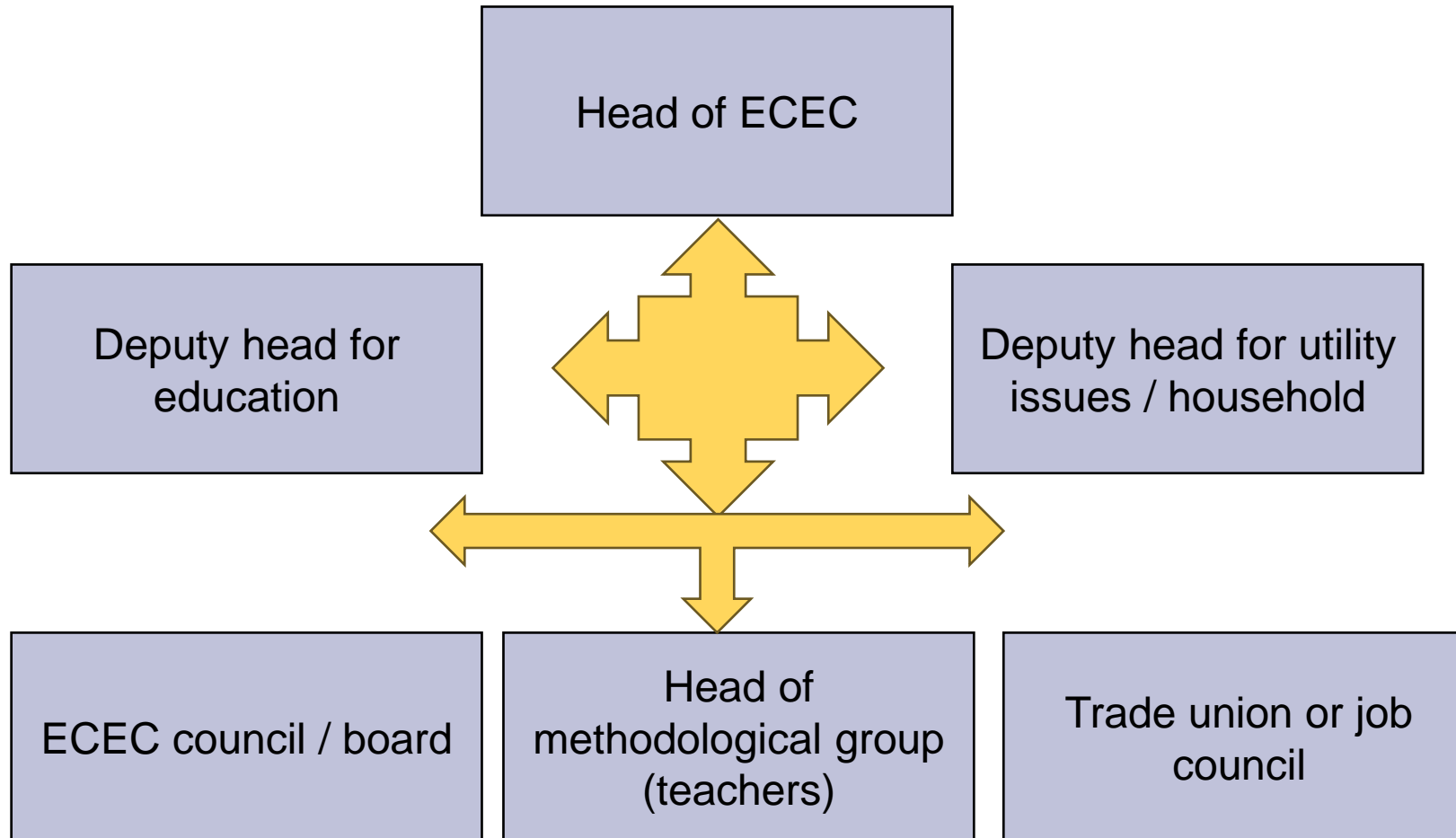


The most important aspects that must be paid attention to when evaluating the planning and organization of school activities

We have a belief, that:

- ✓ The members of the learning community not only learn, but also care, provide help to each other, take into account various learning experiences, and share them.
- ✓ The organizational culture of the school is based on agreements and obligations. A culture of cooperation has common goals, aspirations, values, belief in the value of both the individual and the group.
- ✓ The management of the quality of education is aimed at various levels (not only leaders/heads), the aim is that the activities of school members and mutual relations are based on partnership, responsibility, the search for and implementation of innovations.
- ✓ In educational institutions, quality must be ensured both at the pedagogical and managerial levels. Managers must maintain close relations with both teachers and parents, because only with the cooperation of educators and parents can a successful and high-quality educational process be ensured.

Shared leadership scheme





Examples of quality practice

- ✓ Strategic, annual plans, educational programs, agreements on the assessment of children's achievements are **based on the consensus** of teachers, children, parents, and social partners.
- ✓ The ECEC plans and implements **measures for children, employees and parents** for the adaptation period of children, to facilitate the transition to primary education.
- ✓ The ECEC staff consider themselves **as one team** working towards common goals.
- ✓ The ECEC is characterized by a **culture of communication and cooperation** with social partners.
- ✓ The ECEC **is open to change** and participates in projects to improve the quality of education.

Guidelines for strengthening leadership and management in educational institutions

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It outlines the actions and measures that will lead to a sustainable system of educational leadership and social justice, focusing on the training of educational leaders, the development and assessment of their competences, the provision of professional support, the expansion of post career opportunities and the transfer of successful leadership experiences.

After assessing the situation of educational leadership and effective leadership in Lithuania, with the advice of the European Commission's Structural Reforms Support Program educational leadership experts from Ireland and the Netherlands, the Working Group identified the following directions for strengthening leadership and leadership in education:

1. training of leaders of educational institutions;
2. development of selection processes (reserve strengthening);
3. assistance and consulting;
4. ensuring career continuity opportunities;
5. publicity.

„We, ~~parents,~~ **TEACHERS** we are not technical child care staff, we raise a person who needs not only food and housing, but also human relationship - love, attention, compassion, communication. Only constant communication, when we exchange words, actions and feelings, gives rise to sensitivity, and in this environment a person grows.“

***Aušra Kurienė**, psychologist (audiobook "HOW TO RAISE A PERSON. Thoughts from the sandbox of a child psychologist")*





**ŠVIETIMO,
MOKSLO IR SPORTO
MINISTERIJA**



**MINISTRY OF EDUCATION,
SCIENCE AND SPORT
OF THE REPUBLIC OF LITHUANIA**

Thank you!

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