

	What kind of training is required in your country to become a headmaster?	How much does the training focus on these subjects? (Administration and Finance)	How much does the training focus on these subjects? (Pedagogy)	How much does the training focus on these subjects? (Personnel Management)	How much does the training focus on these subjects? (Other)	Who provides these initial trainings	How long does the training take in your country?	What kind of training is required in your country for you to "stay" in a headmaster position (further education)?	Who provides those trainings in your country?	Are there any further voluntary trainings (life-long-learning)?	Who do headmasters in your country report to?	Who is responsible for constant quality management of headmaster's work in schools?	How satisfied are you with the way headmasters are trained in your country?
Austria	In the past no initial training was required, but in the first 4 years of being a headmaster we had to attend a school management course (7 days, online training and reflective paper). At the moment the requirements are changing: From 2023 onwards all applicants have to have attended a 20 ECTS pre-training for basic qualifications in school management + 60 ECTS training when they have been appointed.	1,5	3,5	4		School laws Communication 2 Regional school authorities	51 to 75 days	none	Pädagogische Hochschulen with lots of optional courses	Coaching Various training courses and supervision available, but not mandatory	Depends on the type of school but generally: Local authorities Ministry of Education	Ministry of Education Local authorities	3
Belgium	Having min. 5 years of experience as a teacher and a master degree or a bachelor degree + 5 training modules of around 5 days each: 3 from official education training center and 2 from school network training center (FWD catholic, provinces and cities or official)	2,9	3	1,8		Plan de Pilotage Ministry of Education, Other governmental organisations Universities	around 25-30 days, on one or two years	Every year, almost a week training all together (catholic network) + follow-up with coach from the network. Have successfully completed 5 training modules; have a positive evaluation	Schools Network, Ministry of Education, Organizational federations, non-governmental organisations, universities	Coaching Mentoring	Ministry of Education Local authorities School board School founders Boards of directors	Ministry of Education Board of directors School board School founders Local authorities	2,6
Bulgaria	Applicants prepare and pass an exam which largely covers administrative competencies. There is some training intended to continue building skills, but to the best of my knowledge, there is no full standardized curriculum.	-	-	-	-	Ministry of Education Other governmental organisations Universities	less than 15 days	None required as far as we know	Ministry of Education, other governmental organisations, non-governmental organisations	Yes, provided on an ad-hoc basis.	Ministry of Education Local authorities	Ministry of Education, Local authorities	N/A
Denmark	A full teachers' degree - Master is preferred preferably e.g. also a diploma in leadership	3	2	1		Personal liability Non-governmental organisations University colleges	more than 100 days The full teacher education - normally 4 years = 240 ECTS - a diploma in leadership would be another 30-60 ECTS	none	-	none	Local authorities School board	School board Local authorities	N/A
Germany	+ federal system, i.e. each of the 16 federal states has a different school system + responsibilities of headmasters are regulated by the school law of each state + qualification and further training for headmasters are organized differently in each state in terms of contents, duration of the training etc. + headmaster position as a career stage with accompanying qualifications, some mandatory, some voluntary + the different teacher training institutes in each state also offer trainings for headmasters / school management teams (e.g. on management, financial autonomy of schools, digitalization, inclusion, expansion of full-day care) + there are also non-governmental training institutes + headmaster congresses and events, e.g. the German Teachers' Forum	0,8	1,2	2,3		governmental and non-governmental teacher training institutes in each state	It depends on each of the federal states and their school law	It depends on each of the federal states and their school law: some have e.g. several months of probation for a headmaster position; most have no required trainings; only recommended ongoing trainings, e.g. in legal affairs etc.; once in office you can generally only be removed in case of offenses; there are ideas, however, to evaluate and renew the qualification e.g. every 7 years in some states	Ministry of Education Other governmental organisations non-governmental organisations none	Voluntary extra qualifications Supervision Coaching Mentoring	Ministry of Education Local authorities School board	Ministry of Education School board Local authorities	3,3
Israel	pedagogical education or higher education and 72 hours of pedagogical training	3	4	2		Universities	less than 15 days	12-hour courses in any pedagogical field in three years	Other governmental organisations, universities	No, no one provide something like this.	Local authorities	no one	N/A
Portugal	functional education	2	2	3		Requirements for inspection, School law 1 Ministry of Education Other governmental organisations	30-32 days	functional innovation education	Ministry of Education, other governmental organisation	Coaching Mentoring offered by private companies	Ministry of Education Local authorities School board School founders Owner of school	There are no quality management criteria. But some of them are defined by an in-depth inspection.	N/A
Slovakia	Minimum 8 years of practice as teacher, then first accreditation (1. preparation of teacher's assessment portfolio + paper - and its defence + 2. an oral exam). This is followed by Functional training of school managers (Funkčné vzdelávanie vedúcich pedagogických pracovníkov) which takes 2 years and consists of 320 hours of training (done in present form).	2	1,75	2,25		Education laws, Requirements for an inspection 1,75 Other governmental organisations Universities	All of it takes 320 hours = 48 working days (8 hours per day) but it is divided into basic module and additional modules. The basic module has to be done before being appointed into headmaster position and the additional modules might be done over first 5 years.	Seven years after completion of basic functional training for headmasters, we have to go through extension module of so-called functional innovation training. (The content of which is unclear to me and does not bring any benefits)	Ministry of Education, other governmental organisations, universities Other governmental organisations, universities	Coaching Mentoring Some training are organized by NGOs. However, it's typically quite expensive and mostly covers management and communication (not finances, laws etc). There are just few specialized for headmasters, but there are great trainings for managers. There is a lot more trainings for managers but they are usually too expensive for headmasters.	Ministry of Education Local authorities School board School founders Parents	Ministry of Education Local authorities School founders	2
Sweden	When you start working as a headmaster, you had to go a 3 year course at the university while you are working at school as well.	2,5	2,5	2,5		Leadership and law 2 Universities	3 years	Nothing required only recommended leader education.	non-governmental organisations Ministry of Education, other governmental organisations, universities	Coaching	Ministry of Education Local authorities	Ministry of Education Local authorities	N/A
UK	As of now nothing, though the NPQH is still seen by many schools as a prerequisite.	2	0	2		Leadership Stakeholder engagement Personal development Action planning Working in partnership Data analysis Decision making 2 Non-governmental organisations Universities	more than 100 days	none	-	Coaching Mentoring	Local authorities School founders School board	School board	N/A