

CONTENTS

Table of Figures	5
Codes, Abbreviations and Acronyms	7
Main Findings	9
Introduction	17
Chapter 1: Forward Planning and Main Challenges in Teacher Supply and Demand	21
1.1. Forward planning	21
1.2. Main challenges in teacher supply and demand	27
Chapter 2: Entry to the Profession and Teacher Mobility	33
2.1. Requirements to become a fully qualified teacher	33
2.2. Alternative pathways to a teaching qualification	36
2.3. Recruitment methods and employment conditions	39
2.4. Teacher mobility between schools	46
Chapter 3: Induction, Professional Development and Support	51
3.1. Induction and mentoring	51
3.2. Continuing professional development	56
3.3. Specialist support for serving teachers	64
Chapter 4: Career Development	69
4.1. The career structure for teachers	69
4.2. Teachers' roles and responsibilities	75
4.3. Career guidance for serving teachers	76
4.4. Teacher competence frameworks issued by top-level authorities	78
Chapter 5: Teacher Appraisal	83
5.1. Structure and scope of the teacher appraisal system	83
5.2. Implementation of teacher appraisal	95
Annexes	105
Annexe 1 – Levels in the teacher career structure and their impact on salaries	105
Annexe 2 – Teacher competence frameworks	108
Annexe 3 – Different uses of teacher competence frameworks	111
References	113
Glossary	117
I. Definitions	117
II. ISCED Classification	123
Acknowledgements	125