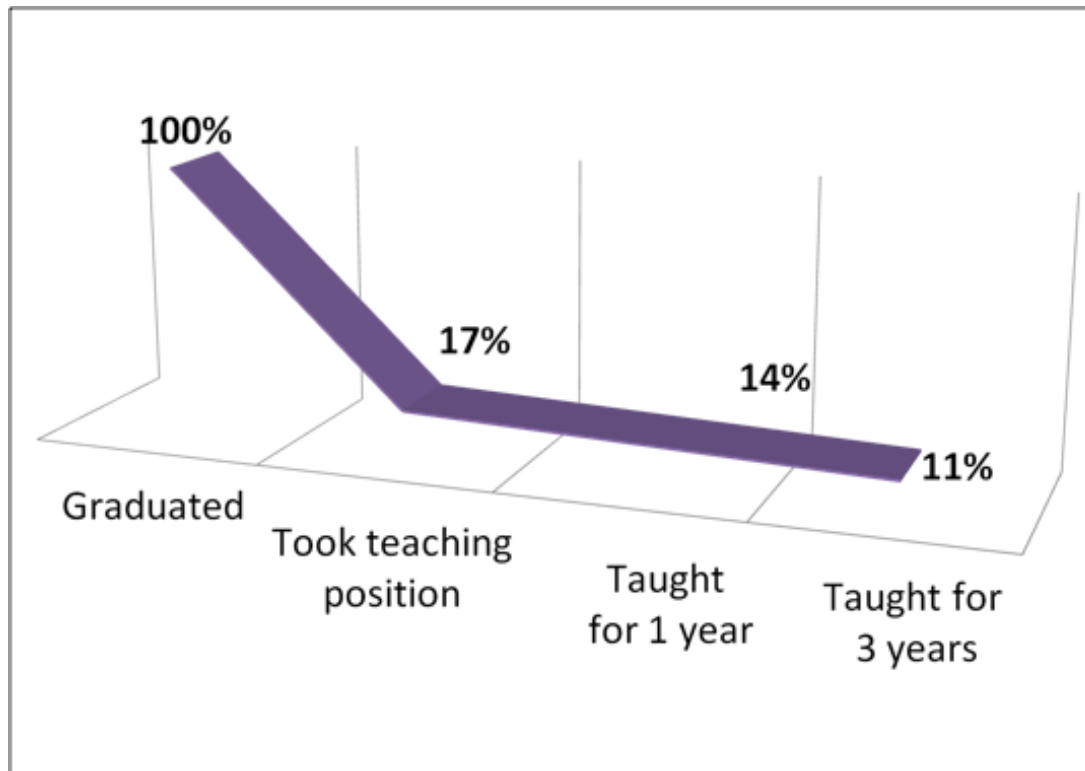


Teacher Recruitment and Salary: Regional Challenges and Reforms

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Issue 1: Wasteful Recruitment into Teaching



Source: UNICEF CEECIS. (2011): Example Kyrgyzstan

Issue 2: Redistribution of Teaching Hours at School Level

- Measurement:

Number of pedagogical specialists who teach subjects for which they have not been trained

- For example, a math teacher who teaches chemistry.
- PISA 2006, example Kyrgyzstan: 62% of schools report shortage in science and 59% of those schools fill vacancies with teachers that were not trained in science education.

Issue 3: Low Teacher Salary

Country	Average Base Salary, Local Currency	Average Base Salary, US Dollars	Average Total Pay, Local Currency	Average Total Pay, US Dollars
Armenia	116,000 AMD	314 USD	81,591 AMD	221 USD
Bosnia & Herzegovina	691 BAM	498 USD	691 BAM	498 USD
<small>The former Yugoslav Republic of Macedonia</small>	19,300 MKD	448 USD	19,300 MKD	448 USD
Georgia	245 GEL	144 USD	307 GEL	181 USD
Kyrgyzstan	1,441 KGS	30 USD	3,908 KGS	82 USD
Moldova	2,200 MDL	184 USD	3,760 MDL	315 USD
Mongolia	324,292 MNT	270 USD	374,727 MNT	299 USD
Tajikistan	88 TJS	20 USD	118 TJS	26 USD
Uzbekistan	261,402 UZS	154 USD	329,940 USZ	195 USD

Source: UNESCO GMR Background Paper, 2009

Different Solutions for Different Systems: 2 Salary Systems in the Region



Stavka System

Base Salary:
18-22 Hours of
Teaching/Week

Countries:
Armenia,
Kyrgyzstan,
Moldova,
Uzbekistan



Workload System

Base Salary:
40 Hours of Work
per Week

Countries:
Bosnia &
Herzegovina, The
former Yugoslav
Republic of
Macedonia

Stavka System

Flexible teaching hours

Paid by the teaching hour & everything else is paid in the form of supplements

Low base salary: Teachers are take on additional hours and/or have additional income

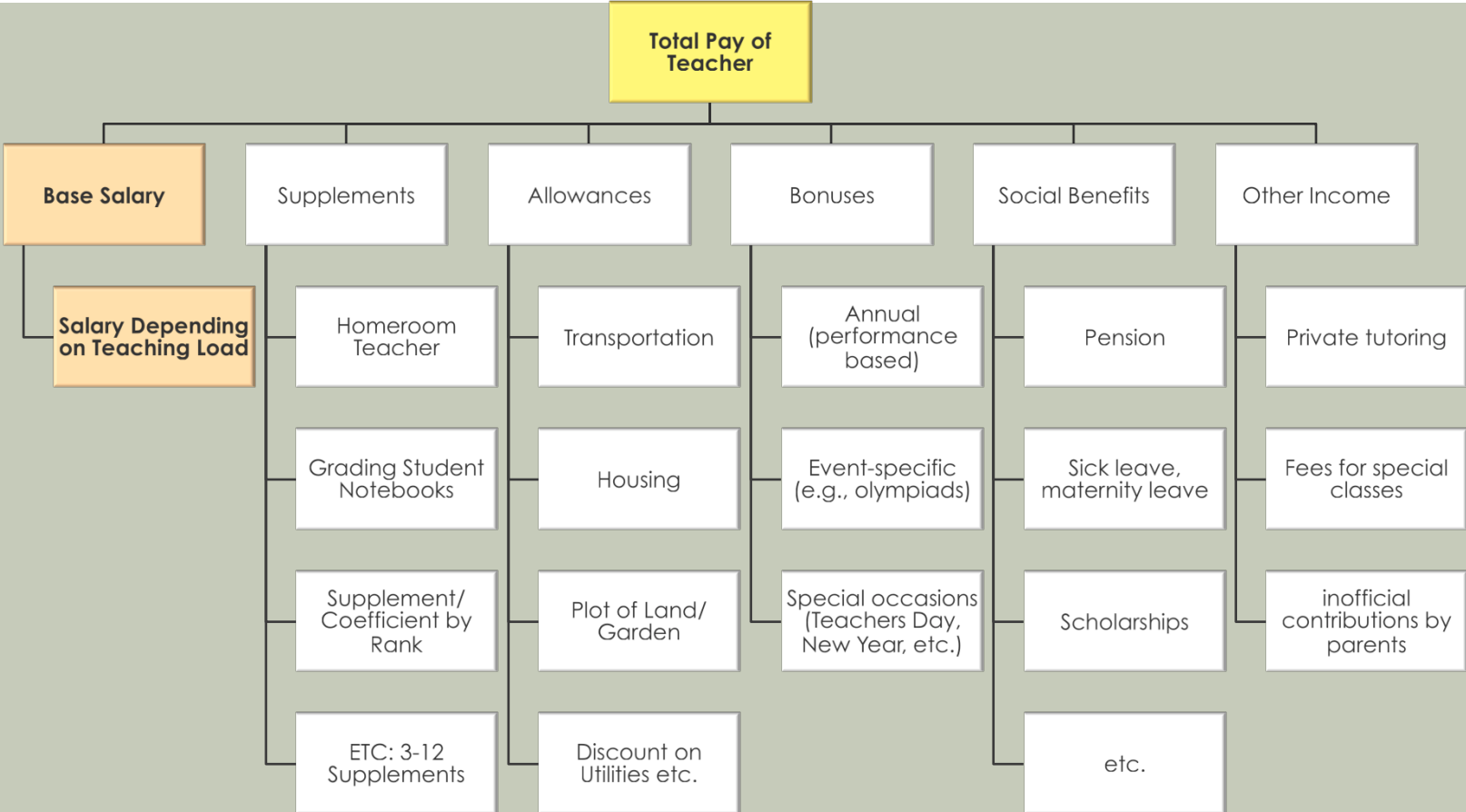
Workload System

Either 20 hours or 40 hours

Unified salary: functions and tasks are defined and included in salary

Good salary: Teachers must focus on the job and are not allowed to take other work

The Stavka System



Additional Teaching Hours by Location of School

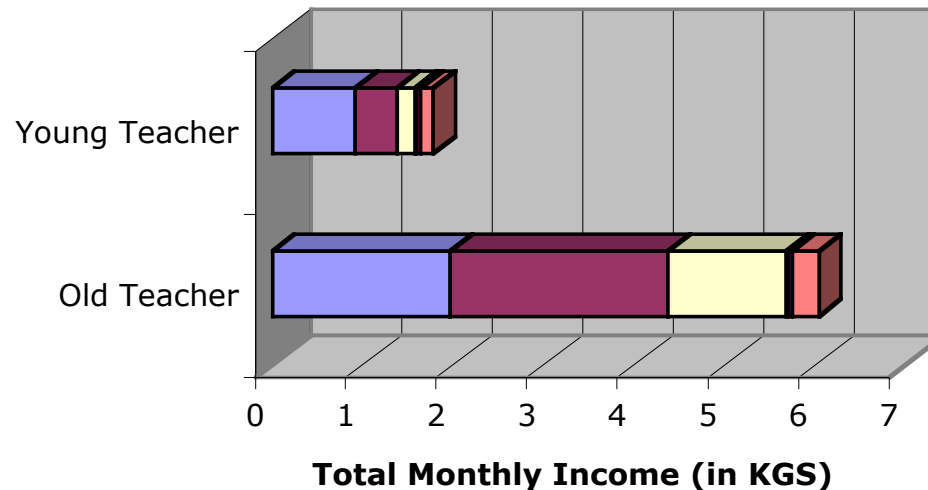


**Urban/Large
Schools**



**Rural/Small
Schools**

Additional teaching hours benefit experienced/well networked teachers



	Old Teacher	Young Teacher
■ Class Teacher (15%)	295	137
■ Notebook Checking	50	50
■ Rural Area Supplement	15	15
■ Teaching Experience	1,311	200
■ Additional Hours	2,403	458
■ Base Salary (1 Stavka)	1,966	916

Reform Initiatives in the Stavka System

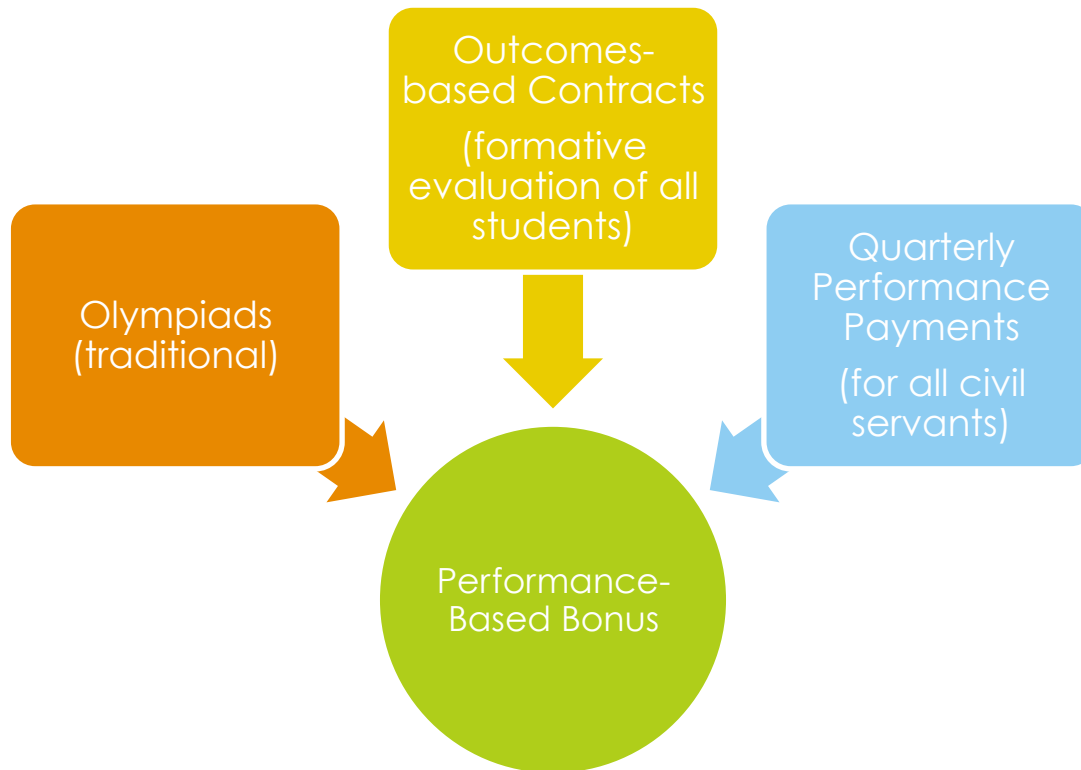
Step-by-Step Reform

- Lift base salary
- Increase statutory teaching load
- Integrate and reduce number of supplements
- Enforce lower and upper limit of teaching load
- Introduce sizeable bonuses for high-performing teachers

Fundamental Reform

- Redefine teacher responsibilities (include pedagogical tasks and extra-curricular activities)
- Hire 2 types of teachers: full-time teachers (40 hours of work/week) or part-time teachers (20 hours of work/week)
- Prepare multi-subject teachers by means of pre-service teacher curriculum reform
- Double or triple the salary of teachers by
 - adopting the all-inclusive workload system
 - eliminating teaching loads that are less than 18 hours or more than 27 hours
 - hiring young specialists who fill the new positions

Bonuses for Good Performance



Promotion Criteria

Traditional

- Qualification
- Teaching Experience/Years

Modified

- Qualification
- Teaching Experience
- Rank by Function (regular teacher, methodologist, etc.)
- Performance