

Key Messages

The challenge

- The world is not on track to achieve Sustainable Development Goal 4 (SDG 4). There are still more than 260 million children out of school and more than 600 million in school who are not learning the basics or the skills, knowledge, and values required to thrive now and in the future.
- Teacher quality is the most important determinant of learning outcomes at the school level, but in many countries teachers are in short supply, isolated, and not supported to provide effective teaching and learning.

The opportunity

- To meet SDG 4, teachers are critical but they cannot work alone. It takes a team to educate a child – teachers need leadership and support to be effective and to help learners with the greatest needs.
- Achieving inclusive and quality education for all requires urgent action to harness the broader education workforce. The workforce is an education system's biggest investment and one of its greatest levers for change.
- The education workforce must evolve to keep pace with the rapidly changing world and embrace the new opportunities these changes bring.

Three visions for change

We can address urgent education challenges and leverage opportunities for change by embracing three interacting visions.

Vision 1: Strengthening existing systems

- Professionalize teachers and other key roles with appropriate recruitment, training, professional development, career paths, and working conditions to enable them to be effective.
- Improve workforce planning, deployment, and management, which means robust data must be available and utilized.

Vision 2: Developing learning teams

- Develop collaborative teams focused on improving education outcomes in the classroom, within schools, and at all levels in the system to result in more effective teaching and better support for inclusion, on-the-job learning, and motivation.
- Developing learning teams does not necessarily involve hiring new staff – it entails diagnosing the challenges, understanding existing roles and skills, and considering how best to utilize them in a team; realigning roles; focusing any new roles on the areas of greatest need; and enabling more teamwork.

Vision 3: Transforming an education system into a learning system

- Harness learning teams to build networks of schools, professionals, and cross-sectoral partnerships that use data and evidence to transform education systems into learning systems that are self-improving and adaptable to change.

How to get there

- Workforce reform depends on context. Common ingredients for success include: strong leadership; drawing on evidence; engaging with and empowering the workforce to lead change; ongoing communication with key stakeholders; monitoring and adapting implementation; and building the structures to sustain reform.
- Financial support for investments in human *and* social capital of the workforce is needed. Smart investment will deliver longer-term returns through improved efficiencies and greater effectiveness.

Call to action

Collectively, we must take on the challenge of reforming the education workforce to test, analyze, scale and promote changes that better prepare and support the education workforce and young people to learn and work together so they have the skills they need to succeed.

We need to:

- 1 Develop a workforce diagnostic tool underpinned by reliable data, indicators, and improved costing models to help countries diagnose the challenges and improve the design and management of their workforce.
- 2 Experiment, research, and evaluate to explore what works and at what cost.
- 3 Lead coalitions for change at all levels.