



European Schools

Office of the Secretary-General

General Secretariat

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Orig.: FR

Implementing Regulations for the Appointment and Evaluation of Directors and Deputy Directors of the European Schools

Regulations applicable to staff taking up their posts from 1 September 2009

Approved by the Board of Governors, by written procedure (2009/24), on 13 July 2009

Cancels and replaces Implementing Regulations 2003-D-7610-en-7

Entry into force: 1 September 2009

I. OBJECTIVES OF THE REGULATIONS CONCERNING THE APPOINTMENT OF DIRECTORS AND DEPUTY DIRECTORS

1. To open the candidature possibilities for each post to a sufficient number of candidates, in order to ensure that real competition is guaranteed between candidates from at least two Member States and preferably more.
2. To ensure and maintain a mix of nationalities in management teams (in space and in time).
3. To ensure fair access for candidates from all the Member States.
4. To define a calendar of work matching the requirements of the system.

II. PROFILE OF DIRECTORS AND DEPUTY DIRECTORS

The particulars and qualities described below are mandatory. The emphasis given to particular aspects of the profile may vary in response to the specific characteristics of individual schools.

1. The candidate must have the competence, skills and qualifications required in his/her country to head an educational establishment providing a leaving certificate entitling the holder to university entrance (for candidates for a post of Director or Deputy Director for the Secondary) or a primary school (for candidates for a post of Deputy Director for the Nursery and Primary)
2. The candidate should demonstrate management competence in the pedagogical, administrative and financial fields, for example:
 - in leading a school as a whole organisation
 - in establishing good human relations
 - in resolving conflicts
 - in synthesising ideas
 - in managing human, material and financial resources
 - in setting up and developing a quality control system in the different areas of management of the school.

This requirement is not intended to exclude those without previous experience of headship.

3. The candidate should have a knowledge of a minimum of three languages, including at least two of the three vehicular languages (English, French, German). The candidate must undertake to learn the language of the country in which the school is situated. The level of knowledge of the language of the country will be one of the criteria for the first evaluation.
4. The candidate should demonstrate knowledge and understanding of the European Schools system.
5. The candidate must be able to commit to serving at least the first five-year term of office (subject to a positive evaluation during the second year of service).

III. APPLICATION PROCEDURE

1. The candidate's file must contain the following information:

- date of birth
- civil status
- educational background and qualifications
- professional experience
- knowledge of languages (to be documented and assessed on the basis of the Common European Framework of Reference for Languages self-assessment grid produced by the Council of Europe)
- special abilities, skills and achievements
- names of referees

Official documents to be attached to the Curriculum Vitae:

- copies of diplomas, certificates and other evidence of formal qualifications
- an official document testifying that the candidate has no criminal convictions which would be incompatible with the post.

It is recommended that the 'Europass' Curriculum Vitae be used.

Candidates should send their applications to their national delegations, which will deal with them as described in VI.B.2. below.

2. The candidate's file will be accompanied by a declaration by the seconding authority to the effect that the candidate fulfils the prerequisites for any candidature, namely:

- that he/she has the background and formal qualifications required in his/her country to head an educational establishment providing a leaving certificate entitling the holder to university entrance (for candidates for a post of Director or Deputy Director for the Secondary) or a primary school (for candidates for a post of Deputy Director for the Nursery and Primary)
- that he/she is eligible to commit to serving at least the first five-year term of office (subject to a positive evaluation during the second year of service)
- that he/she has the language skills required, i.e. knowledge of three languages, a very good command of at least one of the three vehicular languages (DE – EN – FR) and a good working knowledge of a second vehicular language.

3. The Secretary-General will satisfy himself/herself that all the required documents have been provided with the application. Should the application file be incomplete, the candidature might not be taken into consideration.

IV. ACCESS TO CANDIDATURES – DISTRIBUTION OF EXECUTIVE POSTS (DIRECTORS AND DEPUTY DIRECTORS) AMONGST MEMBER STATES

1. Each Member State may have a maximum of three executive posts, including one post of Director.

2. When a Director or Deputy Director leaves a school the only nationality which should be excluded from holding the subsequent appointment is that of the Director or

Deputy Director leaving the post. However, where the Director or Deputy Director from a given country leaves before completing the first five-year period, the Board of Governors will not necessarily exclude the Member State which seconded him/her from providing candidates in the competition to choose his/her successor.

3. No two executive posts in the same school may be held by persons seconded by the same Member State.
4. No Member State may nominate candidates for a greater number of posts than that which their candidates may hold in accordance with the Regulations in force (see IV.1) or nominate the same candidate for several posts.
5. If a Member State does not yet hold a Director's post, it may propose a serving Deputy Director or serving Deputy Directors for a vacant post of Director provided that such a candidate or candidates fulfil(s) the criteria specified in the profile. Similarly, it may propose one or more Deputy Directors for the Primary for a vacant secondary post or vice versa, provided that the candidate(s) fulfil(s) the criteria specified in the profile.
6. A Director may not normally come from the Member State in which the school is situated. An exception may be made in the case of the setting up of a new school or if the Board of Governors decides that a school will cease to be a Type I school.

V. LENGTH OF TERM OF OFFICE

1. The term of office of Directors and Deputies will be nine years.
2. The term of office will be subdivided into three periods:
 - an initial period of two years. An evaluation will be made during the second year.
 - a second period of three years. A further evaluation will take place during the fifth year.
 - a third period of four years.
3. The length of the term may be extended by one year in the interests of the service at the end of nine years in the same school.
4. In the case of a transfer, the total length of the term in the two schools is ten years. It may not, under any circumstances, exceed ten years.

VI. SELECTION OF DIRECTORS AND DEPUTY DIRECTORS

A. APPLICATIONS FOR TRANSFER of current post-holders in the interests of the service

1. When a post of Director or Deputy Director is vacant in a school, the Secretary-General of the European Schools will notify serving Directors or, as the case may be, Deputy Directors who will have completed five or six years when the post is to be filled.

2. Directors may apply for a further term as Director of a second school and Deputies for a further term as Deputy of the appropriate teaching level (cycle).
3. The Joint Board of Inspectors will advise if an application for transfer is justified in the interests of the service and will take the decision.

It will consider the aspects of evaluation mentioned in Section II of the document 'Evaluation of the Performance of Directors and Deputy Directors'.

4. In the interests of mobility and of harmonisation within the system, transfer applications will be given priority consideration in relation to new appointments.

B. APPOINTMENT OF CANDIDATES to posts of Directors/Deputy Directors.

1. If there are no transfer applications or if the Joint Board of Inspectors judges that they are not in the interests of the service, the Secretary-General will draw up, taking account of the rules laid down in point IV, a list of the Member States which may nominate candidates for the different posts and will invite the countries concerned to express their possible interest in the post.
2. The delegations interested will nominate candidates for the vacant post, classified in alphabetical order, and will send these applications to the Secretary-General. A delegation nominating a serving Deputy or serving Deputies for a Director's post may only nominate the serving Deputy or serving Deputies in question.
3. Without prejudice to point IV.5, if only two nationalities are involved, each must present at least two and a maximum of three candidates; if three or more nationalities are involved, each may present a maximum of two candidates.
4. If there are no candidates or if the candidates come from a single country, the Secretary-General will invite all the countries to nominate a candidate, even those which have already filled their quota of posts, with the exception of those concerned by point IV.2., 3. and 6.
5. The selection of candidates by the Member States should be made, after public advertisement, on the basis of criteria identical to those in force for appointment to a post of responsibility in the public service in the Member States.
6. Candidates for the post of Director and of Deputy Director for the Secondary must have the competence, skills and qualifications required in their own country to head an educational establishment providing a leaving certificate entitling the holder to university entrance (Article 21 of the Convention defining the Statute of the European Schools).
7. Candidates for posts of Deputy Director for the Nursery and Primary must have the competence, skills and qualifications required in their own country to be Directors or Deputies of comparable primary education establishments.

8. Applications from teachers who work or have worked in a European School will be considered on the same basis as those from other teachers, provided that such applications match the profile defined in point II.

C. SELECTION OF CANDIDATES

1. A Selection Committee will be set up, chaired by the Secretary-General of the European Schools. The composition of this Committee will depend on the post to be filled. The Deputy Secretary-General may be a member of the Committee, but without a vote, except if the Secretary-General has delegated him/her to chair the Selection Committee.
2. Inspectors' representation
 - i. for a Director's post, in addition to the Secretary-General of the European Schools, the Committee will consist of four inspectors, two from the Board of Inspectors (Primary) and two from the Board of Inspectors (Secondary)
 - ii. for a Deputy Director's post, in addition to the Secretary-General of the European Schools, the Committee will consist of:
 - two Primary inspectors for a Primary Deputy's post.
 - two Secondary inspectors for a Secondary Deputy's post.
 - iii. An Inspector of each of the countries presenting candidates may be present as an observer during the interviews of all the various countries' candidates, but without a vote. The observers may not be present during the deliberations.
3. Directors' Representation
 - i. for a Director's post, two Directors will be designated to sit on the Selection Committee. The Director of the school where the post is vacant cannot be a member of the Committee.
 - ii. for a Deputy Director's post, only one Director will be a member of the Committee. This Director must be from the school where the post is vacant.
4. The Report of the Selection Committee should give a résumé of the Committee's overall judgement regarding each candidate, making reference to the qualities itemised in Section II of the Document 'Profile of Directors and Deputy Directors'. It will state whether it judges the candidates to be 'excellent', 'very good', 'good' or 'acceptable' or whether they failed to show the competence and skills required to head a European School or to hold a post of Deputy Director for the Primary or the Secondary, as the case may be. The Committee will rank the candidates in order of preference.

D. APPOINTMENT

1. If the Selection Committee reaches unanimous agreement on the proposed rank order which it has determined, the Secretary-General will make the appointment on behalf of the Board of Governors and will inform the Board of Governors and the Joint Board of Inspectors thereof, either at their next meeting or in writing.
Only a candidate who has been rated 'very good' or 'excellent' may be appointed in this way.
2. If the Selection Committee fails to reach unanimous agreement on a proposal or if none of the candidates have been rated 'very good' or 'excellent', the Secretary-General will submit the Report of the Selection Committee to the Joint Board of Inspectors, where necessary by written procedure.

In that case, the Board of Governors will decide on the appointment, having considered the recommendations of the Selection Committee and the Joint Board of Inspectors.

VII. PROCEDURE

1. As soon as he/she has learned of the vacancy of a post at the beginning of the following school year, the Secretary-General will inform serving Directors or Deputy Directors in their fifth or sixth year of service and will organise, where appropriate, the evaluations of any transfer applicants.
2. The Secretary-General will inform the Joint Board of Inspectors of the transfer applications and of the outcomes of the evaluations.
The Joint Board of Inspectors will decide on the transfer applications.
3. The Secretary-General will inform the delegations of the posts of Director and Deputy Director to be filled. He/She will draw up, taking account of the rules laid down in point IV, a list of the countries which may nominate candidates for the different posts and will invite the countries concerned to inform him/her of their interest in the post.
4. The Secretary-General will inform the delegations which have expressed an interest in the post of the number of candidates which each country may nominate. He/She will ensure that a list of the countries which are interested in the vacant posts is published in the European Schools
5. The Secretary-General will draw up the timetable for the Selection Committees and will invite the Boards of Inspectors and the Directors to designate their representative(s).
6. If the Selection Committee reaches unanimous agreement on the proposed rank order which it has determined, with the caveat that the candidate selected must have been rated 'very good' or 'excellent', the Secretary-General will make the appointment on behalf of the Board of Governors and will inform the Board of Governors and the Joint Board of Inspectors thereof.
7. If, on the other hand, the Selection Committee has failed to reach unanimous agreement on a proposed rank order of candidates or if none of the candidates have been rated 'very good' or 'excellent', the Secretary-General will submit the Report of the Selection Committee to the Joint Board of Inspectors for an opinion.

8. The Board of Governors will decide solely on appointments on which the Selection Committee has failed to reach unanimous agreement or if no candidate has been rated 'very good' or 'excellent'.

VIII. EVALUATION OF DIRECTORS AND DEPUTY DIRECTORS

1. Evaluation should aim to establish an objective view of the quality of work, with the aims of providing advice and support, recognising achievement and securing improvement where necessary. Directors and Deputy Directors will be formally evaluated in sufficient time to allow a decision to be taken on confirmation of the appointment after the initial period of two years, extension of the term of office beyond the fifth year or, where appropriate, termination of the appointment.

For executive staff in post before September 1999, formal evaluation will take place every five years, beginning on the first multiple of five years from appointment.

2. For Directors, the evaluation will be made by the Secretary-General, by an inspector of the same nationality as the Director and by another inspector of a different nationality belonging to the other teaching level (cycle).

For Deputy Directors (Secondary), the evaluation will be made by the Inspector (Secondary) of the same nationality as the Deputy Director, by the Director and by another Secondary inspector.

For Deputy Directors (Primary), the evaluation will be made by the Inspector (Primary) of the same nationality as the Deputy Director, by the Director and by another Primary inspector.

3. It is the responsibility of the Secretary-General of the European Schools to ensure that formal evaluations are carried out in good time.
4. The signatures of the Secretary-General and of the person evaluated on an evaluation report are legally binding with respect to third parties.
5. Directors and Deputy Directors will be evaluated on the performance of their duties as set out in Chapter 1 of the General Rules of the European Schools. The following elements will receive particular attention:

- Leadership
- Initiatives developing a European spirit
- Planning, Implementation and Evaluation
- Administration and Organisation
- Communications and Human Relations
- Knowledge of languages, in particular, where appropriate, the language of the school's host country
- Management of human, material and financial resources in accordance with the rules in force, in particular, with the Financial Regulation

- Introduction and development of a quality control system.

More detailed criteria are recommended in the attached form, which must be used for all evaluations of Directors and Deputies.

6. Before evaluation, the evaluating team will meet the Director/Deputy Director in order to inform him/her of the areas which will be evaluated and the strategies to be employed.
7. At the end of the evaluation a brief confidential report, referring to performance in the eight areas listed above, will be written by a member of the Evaluation Committee, designated to do so by the latter. If two of the three members of the Evaluation Committee reach the conclusion that performance in the areas evaluated does not meet, or no longer meets, the demands of the post, the Evaluation Committee will request that the appointment should not be confirmed or that the term of office should not be renewed.
8. This report will be sent to the individual evaluated, who will have ten working days in which to make any comments in writing on the report.

In the event of disagreement, an appeal may be lodged as provided for in Articles 78-80 of the Regulations for Members of the Seconded Staff.
9. The report will be sent to the national authorities and to the General Secretariat of the European Schools.
10. In the case of an evaluation which concludes that the term of office in the same school should continue, the evaluation report will be sent to the Joint Board of Inspectors for its information
11. In the case of an evaluation concerned with a transfer application, at the end of the fifth or sixth year, the evaluation report will be sent to the Joint Board of Inspectors, which will decide on the transfer.
12. In the event of a negative evaluation, in accordance with the arrangements set out in point 7 above, the member of staff's position as Director or Deputy Director, as the case may be, will be terminated at the end of the current school year and the Secretary-General will request the seconding authority to terminate the secondment.

IX. TRANSITIONAL MEASURES

Directors and Deputy Directors in post prior to the entry into force of these Regulations will remain subject, provided that the provisions are more favourable, to the regulations applicable to them on the date of their appointment.

X. ENTRY INTO FORCE

These Regulations cancel and replace Regulations 2003-D-7610-en-7.

They will enter into force on 1 September 2009.

ANNEX TO THE IMPLEMENTING REGULATIONS FOR THE APPOINTMENT AND EVALUATION OF DIRECTORS AND DEPUTY DIRECTORS IN THE EUROPEAN SCHOOLS

Form to be used for Evaluation of the Performance of Directors and Deputy Directors

I. 1. Personal details

Surname (including maiden name where appropriate):

First name(s):

Date of birth:

Current position:

European School:

2. Reason for the evaluation: Confirmation or renewal of term of office as Director/Deputy Director of the European School,

Date of the last evaluation:

Director/Deputy of the European School,

Since:

Director/Deputy of the European School,

Since:

3. Basis for the evaluation:

- Knowledge of the person over a period, arising from comments made by Inspectors, prior consultation, discussions with the Director/Deputy, observations of official discussions and meetings.
- Scrutiny of school documentation, including rapport de rentrée (beginning-of-year report), school plan, inspection reports, minutes of meetings, etc.
- Evaluation of a class visit and debriefing session on ...
- Chairmanship of a meeting on ...
- Discussions, including self-evaluation (a document on self-evaluation may also be provided by the person to be evaluated)
- Discussions with senior members of staff and representatives of pupils, parents, teachers and other members of staff.
- Use of the vehicular languages and of the language of the country.
- Any other evidence.

4. Additional information

- Official duties outside the school:
- e.g. member of European School committees, working groups.
- In-service training activities: e.g. as participant in or organiser of in-service training courses.

II. The main aspects of evaluation of Directors and Deputy Directors are as follows:

1. Leadership

- Promotes the aims and objectives of the European Schools
- Demonstrates a clear sense of purpose for the school
- Innovates and initiates
- Delegates appropriately
- Shows responsibility, diligence, reliability, imagination and problem-solving ability
- Provides advice and guidance to staff
- Handles stress effectively

2. Initiatives developing a European Spirit

Evidence of this may include strategies to ensure cooperation between teachers and pupils of different language sections; new initiatives; support for inter-school activities.

3. Planning, Implementation and Evaluation

In relation to - curriculum

- standards of achievement
- quality of teaching
- creation of a school community
- resources (human and material)

- demonstrates pedagogical expertise
- makes competent assessments of staff and the needs of the school
- initiates and supports out-of-school activities
- plans and coordinates developments effectively
- promotes professional development in the form of in-service and further specialist training
- promotes a culture of quality assurance.

4. Administration and Organisation

in relation to

- pupils
- human and material resources (e.g. staff, finance, accommodation)

Has a good knowledge of the rules and regulations.

5. Communication and Human Relations

- with pupils and staff
- with parents
- with the outside world
- with the agencies of the schools and the OSGES
- cooperates constructively and promotes effective team work
- chairs meetings effectively
- presents and argues a case with skill

6. Linguistic competence in the vehicular languages and in the language of the country

7. Management of human, material and financial resources in accordance with the rules in force, in particular, with the Financial Regulation

8. Introduction and development of a quality control system

- Establishes clear, straightforward and transparent pedagogical, administrative and financial management procedures.

III. Relevant personal and professional circumstances

IV. Participants in the evaluation process

V. Overall judgement

Where applicable, justification for negative divergence of this evaluation from the previous one must be given.

- Fully meets the demands of the post
- Does not meet / no longer fully meets the demands of the post.

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Signature and official title of the evaluator

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Place, date

I have taken note of the above evaluation and received a copy. I am aware that in accordance with VIII.8 of the 'Implementing Regulations for the Appointment and Evaluation of Directors and Deputy Directors' (Document 2009-D-422-en-5), I may make my comments in writing concerning this report.

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Place, date

Signature of the person evaluated

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