



European Schools

Office of the Secretary-General

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General framework for the organisation of in-service training for management staff

BOARD OF GOVERNORS OF THE EUROPEAN SCHOOLS

Approved by the Board of Governors of the European Schools at its meeting of 14, 15 and 16 April 2010, in Brussels

1. Centralised in-service training for management staff

The document 'Quality Assurance and Development in the European Schools' defines various responsibilities for management.

The following responsibilities are discharged by the management, some in consultation with the inspectors:

- Produce a school plan;
- Ensure coordination of pedagogical developments;
- Monitor the implementation of plans and evaluate success;
- Take steps to ensure that teachers are up-to-date with current pedagogical developments, both in terms of subject content and methodology;
- Devise a written school policy for professional development;
- Create a climate of self-evaluation and organise resources to facilitate it.

Since the approval of the document on the Reform of the European Schools system the following responsibilities have been added:

Decisions which are the responsibility of the Director in accordance with the provisions of the statutes, rules and regulations, in particular the General Rules, and decisions on points such as:

- ICT: staff development and training;
- Data protection;
- Child protection;
- Transfers provided for by the Financial Regulation;
- Enrolments of pupils.

In addition, the document 'Implementing Regulations for the appointment and evaluation of Directors and Deputy Directors of the European Schools' focuses on various management skills expected of this category of staff, including:

- Leadership;
- Initiatives developing a European spirit;
- Planning, implementation and evaluation;
- Administration and organisation;
- Communications and human relations.

In-service training is necessary to improve the quality of management delivered by Directors and Deputy Directors, so that the required managerial standards are reached.

These courses should target:

- Leadership, including vision, mission and school plan;
- The ability to develop annual and multi-annual plans;
- The ability to evaluate teachers, activities and planning;
- Monitoring of the quality of educational provision;
- Standardisation of internal control;
- Management areas such as human resources and leading and managing staff;
- Learning, teaching and the curriculum;
- Professional development;
- Resources management;
- Communication and relations with the outside world.

2. Organisation of in-service training for management staff

This training will be organised annually, by the Secretary-General or his/her Deputy, over a two-day period, ideally at the weekend and preferably in the spring.

The Secretary-General or his/her Deputy can decide to organise an in-service training course for the Directors, separately from the Deputy Directors. Training for the Deputy Directors might be organised on the occasion of their annual meeting.

In principle, this training would be organised in a training centre/hotel or institute in Brussels or on the outskirts of the city, in order to encourage concentration and group work and the sharing of the participants' individual experiences within the European Schools system. Workshops common to all the categories of management staff (Director, Deputy Director for the Secondary and Deputy Director for the Primary) could thus be organised.

The programme for this training would be produced by the Secretary-General or his/her Deputy, on the basis of the proposals submitted by the management staff or of proposals made by the Boards of Inspectors, within the framework of the general policy determined by the Board of Governors and spelled out in the document on Reform of the European Schools system. These proposals would need to be sent to the Secretary-General or his/her Deputy at the beginning of the school year, in order to be able to find, within a reasonable time period, a high-quality expert, or an inspector, according to the topics to be addressed.

On the one hand, these centralised training courses will focus on management skills and harmonised implementation of autonomy. On the other, management staff will be able to organise, at local level, training courses matching their requirements.

- **The OSGES (Pedagogical Development Unit):**

- sends the official letter of invitation to the European Schools, a minimum of four weeks beforehand, specifying that a centralised training course for management staff is concerned. Should this letter not be received, the management will not be able to consider that this training course is to take place.

- officially invites the external experts, and the other people (inspector, where appropriate, etc.) invited by the Secretary-General and his/her Deputy, to participate in the training course;

- sends the invitation to the schools accredited by the Board of Governors which have signed the Accreditation Agreement with the Secretary-General of the European Schools (the expenditure incurred for their management staff attending in-service training courses will be defrayed by these schools).

- send the programme to the European Schools, to the accredited schools mentioned above and to the experts.

- **The Director of each of the Schools:**

- will send to the OSGES a list containing:

- the name, first name, position, dominant vehicular language and an overall estimate of the travel expenses of his/her staff who will be attending, as far as possible within three weeks of the scheduled date of the training course.

- As far as the reimbursement of travel and subsistence expenses is concerned, management staff will be reimbursed in accordance with Articles 63, 64 and 65 of the Regulations for Members of the Seconded Staff of the European Schools (2009-D-511-en-3).

The following points, further clarifying the Regulations relating to the reimbursement of travel expenses, are to be noted:

- *First-class travel by rail is the normal mode of transport.*
- *Where a member of the management staff is authorised to use a car for the journey, his/her travel costs will be reimbursed on the basis of a first-class rail ticket, excluding any other supplements.*
- *If two or more persons travel together in one car, only the person in charge of the vehicle will be reimbursed, at the rate of 100%, plus 25% per additional person, up to a maximum of 200% (applicable as from 01.09.1999).*
- *A person using his/her own car to travel remains fully liable, in particular, for any accidents which might occur.*

3. Budgetary framework

The budget items concerning the financing of in-service training courses run for the teaching staff *and the management staff* for all the European Schools are:

60 2602 In-service training expenditure and

60 2604 In-service training for learning support

Expenditure on in-service training for management staff is entered, in the budget of the OSGES, in the same budget item as in-service training for the teaching staff.

Expenditure on experts, miscellaneous expenditure and a proportion of the package offered by the conference centre or by the specialist organisation will be charged solely to item 60 2602.

The schools will, therefore, need to take account of the travel and subsistence expenses for this training, in drawing up their budget for in-service training provision as a whole for their staff, including management staff.

The constraints to which the budget of the Office of the Secretary-General of the European Schools (OSGES) is subject do not allow the appropriations approved by the Board of Governors to be increased at will by means of a transfer from another budget heading, i.e. expenditure may not exceed the amount of the earmarked appropriations entered and available in the budget of the OSGES.

4. Evaluation

- All in-service training courses must be evaluated to allow the organisers to adapt the form and the content.
- The results of the evaluation of centralised in-service training for management staff will be sent to the schools and to the Joint Board of Inspectors by the Secretary-General or his/her Deputy.
- Each member of the management staff will receive a standard certificate of attendance, signed by the Secretary-General or his/her Deputy, for each in-service training course which he/she has attended.

The document 'General framework for the organisation of in-service training for management staff' will be reviewed after a period of five years at the most.