



European Schools
Office of the Secretary-General

General Secretariat

Ref.: 2010-D-362-en-19

Orig.: en

Version: en

Profile, duties, rules for appointment and service regulations of the Secretary-General and the Deputy Secretary-General

Approved by the Board of Governors in its Meeting on 1 – 3 December 2015

Chapter I

Profile of the Secretary-General and of the Deputy Secretary- General

When selecting a Secretary-General or a Deputy Secretary-General, the Selection Committee will seek evidence of the following skills and expertise:

I. Professional skills and competences

- (a) Strong leadership qualities, in particular strategic understanding and motivating leadership qualities.
- (b) Strong organisational skills
- (c) Skill at chairing meetings, conducting proceedings and coordinating committees and working groups.
- (d) Ability to analyse, to evaluate, to synthesise, to challenge and to put forward proposals for policy development and implementation.
- (e) Ability to negotiate in sensitive or difficult situations.
- (f) Experience or sound knowledge of managing institutional or organisational change.
- (g) Ability to represent the European Schools Board of Governors and their policies to outside bodies.
- (h) Ability to present European Schools' policies to internal stakeholders.

II. Resource Management Skills

- (a) Experience of managing large numbers of people using a coherent personnel strategy.
- (b) Knowledge of best practice in recruitment and employment law.
- (c) Counselling skills
- (d) Strong diplomatic and interpersonal skills
- (e) Strong awareness of political and social developments

III. Experience

- (a) Background in education management and administration at an executive level (at least 10 years of work experience in both of these fields)
- (b) Broad experience in leading complex organisations
- (c) Experience of managing large and complex budgets (at least 5 years of work experience)
- (d) Good knowledge of the structure of the European Schools and of the constituent organs
- (e) Good knowledge of management techniques and of information technologies

IV. Broad educational background

- (a) University graduate level
- (b) Knowledge of languages:
 - fluency in one of the vehicular languages of the European Schools (DE-EN-FR) – C1 level*
 - good knowledge (level B2)* of two other official languages of the European Union, including a second vehicular language (DE-EN-FR).

* Common European Framework of Reference for Languages

Chapter II

Duties of the Secretary-General

Pursuant to the Convention defining the Statute of the European Schools, the Secretary-General's role is to encourage and enable the schools to fill their purpose in facilitating the proper functioning of the European community institutions. This is achieved by providing for the children of their staff an education grounded in respect for their mother tongue and their cultural identity, with a distinctive European dimension. The role demands strong leadership qualities and highly developed management skills. In addition, the Secretary-General is accountable to the Board of Governors for the management and operation of the system as a whole. He/she must therefore set and display high standards of conduct in the administration of the system.

The Secretary-General must take account of the strategic objectives set by the Board of Governors in the context of the reform of the European Schools system approved in April 2009, with particular reference to governance and opening up of the system through accreditation of national schools providing a European education (European schooling).

The Secretary-General has overall responsibility for the duties listed below, which he/she will decide to divide between himself/herself and the Deputy Secretary-General according to the priorities defined by the Board of Governors appearing in the plan presented by the Secretary-General in his/her annual report. The Secretary-General will inform the Board of Governors of this division.

The Secretary-General is responsible for representation of the Board of Governors and management of the Office and of the system as a whole, the Deputy Secretary-General dealing more particularly with matters in the educational and pedagogical area, in liaison with the Boards of Inspectors.

The Deputy Secretary-General will assist the Secretary-General in his/her duties and may be called upon to perform the same duties as the Secretary-General by delegation or in the latter's absence.

The duties of the Secretary-General can be divided into two main areas of responsibilities:

- I. Representing the Board of Governors within the system and outside.
- II. Managing and ensuring the performance of the European school system and promoting and supporting the development of European schooling, planning, setting objectives, implementing policies evaluating the effectiveness of policies and activities.

I. As representative of the Board of Governors, the Secretary-General shall:

1.1. Within the system

- (a) be responsible for relations between the contracting parties (Member States, the Commission and bodies signatory to the European Schools Convention);

- (b) ensure effective chairmanship of the Administrative Boards of the European Schools and coordinate the implementation of autonomy in these Schools, ensuring that the system's coherence is maintained;
- (c) arbitrate where appropriate in disputes between members of the school communities leading to complaints or appeals;
- (d) ensure the Board of Governors is represented in the proceedings of the Complaints Board.
- (e) be responsible for the proper management of all the staff employed in the European Schools system through the application of the appropriate staff regulations and personal policies.

1.2. To outside bodies

- (a) promote and maintain good relations between the schools system and the local, regional and national administrations;
- (b) promote good relations between the schools system and the Institutions of the European Union, in particular the European Parliament, the European Commission and the Court of Auditors;
- (c) create conditions favourable to the extension of European schooling and, as such, designed to attract interested parties, taking care to ensure that the system's unity is maintained and respecting its fundamental principles;
- (d) conduct negotiations with a view to the conclusion of agreements with outside bodies, in accordance with the provisions of the Convention defining the Statute of the European Schools;
- (e) ensure representation for the European Schools in legal proceedings.

II. Managing the system

2.1. General

To ensure the proper and efficient operation of the system, the Secretary-General directs and organises the work of his/her Office, which performs executive management duties and provides the schools with advice and assistance in the different areas coming within its field of competence: pedagogical development, European Baccalaureate, administration, legal, budgetary and financial questions, ICT and statistics, human resources, internal audit.

To that end, the Secretary-General is charged in particular with:

- (a) maintaining high standards in the performance of duties and in human resources management, promoting efficient work methods and use of resources, including

the use of ICT (information and communication technologies), at the Office and in the Schools;

- (b) ensuring the development of staff to meet the requirements of the European school system;
- (c) coordinating and supervising the general and financial administration of the Schools and the Office;
- (d) ensuring the efficient organisation, coordination, follow-up of meetings of the Board of Governors, the Boards of Inspectors, the Budgetary Committee, the Teaching Committee, Directors and other groups including the quality of the documents;
- (e) organising the procedure whereby national schools delivering European schooling are accredited by the Board of Governors;
- (f) ensuring the transparency and efficiency of procedures and the quality of services;
- (g) ensuring the effective administration and appropriate preparation of the European Baccalaureate examinations for the European Schools and accredited schools and ensuring that the production, presentation and organisation of papers are of a high standard;
- (h) facilitating the work of the Financial Controller and of the internal auditors.
- (i) chairing the Management Committee of the Sickness Fund of the Schools;

2.2. Planning and Objective setting

2.2.1. The Secretary-General is responsible for overall planning, which should include the periodic preparation of long-term strategic plans and their review. In addition, taking account of the Schools' activity reports and of the reports of the chairs of the Boards of Inspectors and of the Budgetary Committee, the Secretary-General prepares an annual plan for the Board of Governors, making recommendations about the direction of future policy. To that end, the Secretary-General is charged in particular with:

- (a) maintaining and improving teaching and learning quality standards;
- (b) management of the Schools and of the Secretary General Office;
- (c) requirements for staff, resources and accommodation, including possible new schools;
- (d) development of European schooling.

The Secretary-General must also ensure that a proposed calendar of meetings scheduled during the following school year is produced.

2.2.2. In order to facilitate decision-making by the Board of Governors, the Secretary-General prepares, with the incumbent President, the two annual meetings of the Board of Governors and any extraordinary meetings. In preparation for these meetings, the Secretary-General will:

- (a) ensure the organisation and coordination of the meetings of the Boards of Inspectors, the Teaching Committee and the Budgetary Committee and their subsidiary working groups and submits their proposals to the Board of Governors with a view to decision-making.

In addition, the Secretary-General ensures the transparency of sharing of information amongst the different organs of the system, in particular by disseminating the decisions taken by these organs and also documents, with the exception of documents of a confidential nature.

- (b) ensure effective, efficient and rational preparation of appropriate applications from the Schools for staff and other resources, as part of the drawing up of the annual budget procedure.

2.3. Implementation

The Secretary-General ensures implementation of the decisions of the Board of Governors, and of those of the other organs to which the Board of Governors has delegated decision-making power, by:

- (a) ensuring efficient dissemination of such decisions;
- (b) promoting high standards of management at the Office and in the Schools, in particular by chairing the Administrative Boards;
- (c) promoting the performance of European school system and high quality of education
- (d) providing the different organs of the system with the administrative support required for performance of their duties, by managing, in particular, planning and organisation of the activities of the inspectors and of the Boards of Inspectors;
- (e) performing the duties required of him/her by the statutory and regulatory texts in force, in particular: the General Rules of the European Schools, the Regulations for Members of the Seconded Staff of the European Schools, the Conditions of Employment for Part-time [locally recruited] Teachers and the Service Regulations for the Administrative and Ancillary Staff (AAS), the Implementing Regulations for the Appointment [and Evaluation] of Directors and Deputy Directors and the Arrangements for implementing the Regulations for the European Baccalaureate;
- (f) encouraging the links between the different European Schools and with accredited schools and national schools with a view to promote the quality of European schooling;
- (g) supporting and ensuring the dissemination of good practice and of procedures conforming to the internal control standards;

- (h) chairing Selection Committees for the appointment of seconded management and supervisory staff and, where appropriate, and according to the provisions of the regulatory texts applicable, making recommendations to the Board of Governors;
- (i) promoting and organising the in-service training and professional development of staff at the Office and of management staff in the Schools.

2.4. Evaluation

The Secretary-General promotes the culture of evaluation in European school system and evaluates the performance of the system by preparing an annual activity report for the Board of Governors, the European Parliament, the Council of the European Union, the European Commission and the Court of Auditors. The reports should focus on how far the aims of the system and the objectives of the annual plans have been achieved. In general, the Secretary-General shall:

- (a) evaluate the performance, effectiveness and efficiency of the system as a whole;
- (b) promote the culture of evaluation in schools and on a system level;

The Secretary-General shall ensure the regular evaluation of staff, in accordance with the various sets of regulations, and of the Schools and the system in general, and is charged in particular with:

- (a) confirming the successful completion, or otherwise, of the probationary period by teachers new to the system;
- (b) carrying out evaluations of Directors and to organise the evaluation of Deputy Directors in line with the Regulations for the Appointment and Evaluation of Directors and Deputy Directors;
- (c) carrying out evaluations of the staff of the Office;
- (d) supporting Inspectors and Directors in their role of assuring quality and promoting a climate conducive to evaluation, including self-evaluation, in the Schools;
- (e) evaluating the system as a whole.

The performance of Secretary-General and of Deputy Secretary-General will be evaluated in the context of extension of the term of their contract.

Chapter III

Rules for the Appointment of the Secretary-General and Deputy Secretary-General by the Board of Governors

1. The terms of office for the two posts will be three years, renewable once. The length of the second term of office is left to the discretion of the Board of Governors but under no circumstances may it exceed three years. The decision of the Board of Governors will take into account, as much as possible, the fact that the two posts should not fall vacant at the same time.
2. The Secretary-General and the Deputy Secretary-General must be seconded by Member States or the European Commission and must be of different nationalities.
3. When one of the posts falls vacant, the immediate successor in the post must not be of the same nationality.
4. When one of the two posts falls vacant, the Member States and the European Commission are invited to propose one candidate each in line with point 2 and 3 above.
5. To propose the appointment of a successor the incumbent President of the Board of Governors will set up a Selection Committee. The Committee will be composed of the head or heads of delegation of the Member States (one vote per delegation), the Commission and Members of the Board of Governors as meant by Article 28 of the 1994 Convention defining the Statute of the European Schools.
6. The Selection Committee interviews the candidates and assesses them according to the criteria in Chapter I.
7. After the interviews the Committee will discuss the merits of the candidate, evaluating each candidate's qualifications for the post against the criteria in Chapter I. During the selection procedure of the Deputy Secretary-General, the Secretary-General will be able to express his/her view. In coming to a conclusion, the human and professional qualities demonstrated at interview should be the main basis for judgement.
8. After the Selection Committee has interviewed all the candidates the incumbent President of the Board of Governors will convene a meeting of the Board of Governors.
9. The Board of Governors will decide by a two-thirds majority in a secret vote. In the event of no candidate achieving the required majority in the first round of voting, in the second and every subsequent ballot, the candidate(s) scoring the lowest vote will be eliminated. Should the last remaining candidate not achieve the required two-thirds majority, the Board will restart the voting from point 9 with all candidates. Should the last remaining candidate again not achieve the required two-thirds majority, the Board may decide to have recourse to a written procedure in accordance with Article 13 of the Rules of Procedure for the Board of Governors of the European Schools. If in this written procedure the proposed remaining candidate will not receive the required two-third-majority, the procedure will be repeated, starting from point 4.

10. The incumbent President of the Board of Governors will set up a report on the candidates and on the meeting as a whole including the voting process and the result of the different rounds of voting.

Annex I

Service regulations of the Secretary-General and the Deputy Secretary-General

The Service Regulations of the Secretary-General of the European Schools, hereinafter referred to as the Secretary-General and the Deputy Secretary-General of the European Schools, will be as follows:

Article 1 – Remuneration

1. The remuneration of the Secretary-General – employed on a full-time basis – from the date on which he/she takes up his/her post until his/her term of office ends, will comprise a basic salary and allowances and grants.

The basic monthly salary will amount to:

Code	The first two years of service	The third and fourth years of service	The fifth and sixth years of service
01	€16.456,84	€17.042,05	€17.627,23

2. The remuneration of the Deputy Secretary-General – employed on a full-time basis – from the date on which they take up their post until their term of office ends, will comprise a basic salary and allowances and grants.

The basic monthly salary will amount to:

Code	The first two years of service	The third and fourth years of service	The fifth and sixth years of service
02	€ 13.963,01€	€ 14.459,54€	€ 14.956,04€

Article 2 – Taxation

The provisions of Article 9 of the Agreement concluded between Belgium and the Board of Governors of the European Schools will apply to the Secretary-General and the Deputy Secretary-General if the same conditions as those specified in that article are met.

Article 3 – Leave

The Secretary-General and the Deputy Secretary-General will be entitled to annual leave of 30 working days in addition to the official holidays fixed by the European Communities for their officials.

Article 4 – Adjustment of remuneration

Should the remuneration of the seconded staff of the European Schools be adjusted, the adjustment will also apply to the remuneration provided for in the Service Regulations of the Secretary-General and the Deputy Secretary-General.

Article 5 – Family allowances

The provisions of Articles 52 - 53 - 54 and 55 of the Regulations for Members of the Seconded Staff concerning family allowances will apply to the Secretary-General and the Deputy Secretary-General.

For the Secretary-General, by way of derogation from Articles 53 - 54 - 57 - 59 - 60 - 61 - 65 and 69 of the Regulations for Members of the Seconded Staff, the authorisations granted and decisions taken in those Regulations by the Secretary-General will be granted and taken instead by the incumbent President of the Board of Governors.

Article 6 – Expatriation allowance

The provisions of Article 56 of the Regulations for Members of the Seconded Staff will apply to the Secretary-General and the Deputy Secretary-General.

In that context, the provisions of Article 21 of the Regulations for Members of the Seconded Staff will also apply to the Service Regulations of the Secretary-General and the Deputy Secretary-General.

Article 7 – Severance grant

1. The Secretary-General and the Deputy Secretary-General shall be entitled to a severance grant at the end of their term of office. However, if they remain within the system in another function, they are only entitled to a severance payment when they leave the system.
2. This grant will be calculated in accordance with the provisions of Article 72(2) of the Regulations for Members of the Seconded Staff of the European Schools.

Article 8 – Basic salary

1. In accordance with this chapter and save as expressly provided otherwise, the Secretary-General and the Deputy Secretary-General will be entitled to the remuneration carried by their post and their step in the salary scale for such a post, as laid down in Article 1 of these Service Regulations.
- 2.(a) The competent national authorities will pay the national emoluments to the Secretary-General and the Deputy Secretary-General and will inform the Office of the Secretary-General of the amounts paid, specifying all the components considered for calculation purposes, including compulsory social security deductions and taxes.
- (b) The Office of the Secretary-General will pay the difference between the remuneration provided for in these Regulations and the exchange value of all national emoluments, minus compulsory social security deductions. The exchange value will be converted into the currency of the country in which the Secretary-General and the

Deputy Secretary-General performs their duties, on the basis of the buying rate for everyday transactions in the main banks of the country in which the Office of the Secretary-General is situated, and confirmed at least every six months.

If the exchange value is higher than the remuneration provided for in these Regulations for a calendar year, the member of staff concerned will be entitled to the difference between the two sums.

- (c) Should the amount levied in taxes on the national salary be different from the amount which would be levied on the remuneration provided for in these Regulations pursuant to the regulations applicable to officials of the European Communities laying down conditions and procedures for applying the tax for the benefit of the Community, a positive or negative adjustment, equal to the difference between the above two amounts, will be made in order to ensure an equal salary for members of staff from different countries of origin.

The final calculation of this adjustment will be made on the basis of the tax certificate drawn up by the national tax authorities competent for the Secretary-General and the Deputy Secretary-General, disregarding income other than national salary but ensuring that any tax advantages reducing the amount of national tax payable are taken into consideration.

Article 9 – Special levy applied to net remuneration

The provisions of Article 50 of the Regulations for Members of the Seconded Staff will apply to the Secretary-General and the Deputy Secretary-General.

Article 10 – Installation and resettlement allowances

1. An installation allowance will be paid to the Secretary-General and the Deputy Secretary-General if they furnish evidence of having been obliged to change their place of residence in order to carry out their duties. This allowance will be calculated in accordance with the provisions of Article 57 of the Regulations for Members of the Seconded Staff of the European Schools.
2. A resettlement allowance will be paid to the Secretary-General and the Deputy Secretary-General at the end of their term of office in accordance with the provisions of Article 58 of the Regulations for Members of the Seconded Staff of the European Schools.

Article 11 – Travel expenses

The provisions of Articles 60 and 61 of the Regulations for Members of the Seconded Staff will apply to the Secretary-General and the Deputy Secretary-General.

Article 12 – Removal expenses

The provisions of Article 62 (1)(2)(3) and (4) of the Regulations for Members of the Seconded Staff will apply to the Secretary-General and the Deputy Secretary-General.

Article 13 – Mission expenses

The provisions of Article 63 of the Regulations for Members of the Seconded Staff will apply to the Secretary-General and the Deputy Secretary-General.

Article 14 – Travel expenses

(1) Travel expenses will cover:

- the cost of rail transport by the shortest route;
- the cost of seat reservations and transport of necessary luggage;
- supplements for special fast trains (reimbursed against production of special tickets where these are issued);
- supplements for sleeping accommodation (double sleeper) (reimbursed against production of sleeper tickets) where the journey includes not less than six hours of night travel between 22.00 and 07.00.

(2) If they deem it necessary, the Secretary-General and the Deputy Secretary-General may travel by air when going on missions. In this case the cost of travel will be reimbursed.

(3) The Secretary-General and the Deputy Secretary-General may be authorised to use their own car on a given mission. Reimbursement of travel expenses will in that case be calculated on a standard basis, subject to the conditions laid down in point (1) above.

Article 15 – Daily subsistence allowance

The provisions of Article 65(1) to (3) of the Regulations for Members of the Seconded Staff will apply to the Secretary-General and the Deputy Secretary-General.

Article 16 – Recovery of undue payments

The provisions of Article 73 of the Regulations for Members of the Seconded Staff of the European Schools will apply to the Secretary-General and the Deputy Secretary-General.

Article 17 – Insurance

The provisions of Articles 66 - 67 - 68 - 69 - 70 and 71 of the Regulations for Members of the Seconded Staff will apply to the Secretary-General and the Deputy Secretary-General.

Article 18 – Entertainment expenses

Until further decision by the Board of Governors, the Secretary-General will be entitled to a total of €5,949.44 entertainment expenses a year, to be reimbursed on the production of documentary evidence.

Article 19 – Amendment of articles in the Service Regulations

Article 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17 of the Service Regulations of the Secretary-General and the Deputy Secretary-General, which follow the provisions of the Regulations for Members of the Seconded Staff of the European Schools, will be considered to have been adapted automatically in the event of amendment of the corresponding articles of the latter Regulations.

In the event of the interpretation of the articles mentioned above being disputed, guidance should be sought from the interpretation given by the European Communities.

Article 20

Articles 81, 85, 86, 88 and 89 of the Regulations for Members of the Seconded Staff will also apply to the Service Regulations of the Secretary-General and the Deputy Secretary-General.

Article 21 – Revision of the Service Regulations

These Service Regulations will be subject to review at the same time as the Regulations for Members of the Seconded Staff of the European Schools.