



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

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Immediate entry into force

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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;
- Well-being at school and safety and security

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 Deputy Secretary-General, over a two-day period.

Different arrangements for the training of management staff can be adopted:

- Training for Directors separate from that for Deputies.
- Training for Directors separate from that for Deputy Directors for the Nursery and Primary cycles and from that for Deputy Directors for the secondary cycle.
- Training for Directors and Deputies all together.
- Combinations of these arrangements².

Training for the Directors might be combined with a meeting of the Directors and/or Deputies. In that case, the costs entailed by the meeting would be defrayed by each school.

In principle, this training would be organised in a training centre/hotel or institute or in a school, 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 be organised.

The programme for this training would be produced by the Secretary-General and his/her Deputy in conjunction with the Representatives of the Directors and Deputies, 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. These proposals would need to be sent to the Secretary-General and to his/her Deputy approximately six months before the training course was to be organised in order to be able to find, within a reasonable time period, high-quality experts, or inspectors, according to the topics to be addressed.

Management staff will also be able to organise, at local level, training courses matching their requirements.

² For example, one separate day of training for Directors, Deputy Directors for the Nursery and Primary cycles and of Deputy Directors for the Secondary cycle and one day all together.

· **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 Chairs of the BI and the other people (inspectors, members of the OSGES, 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, including the pro rata cost of the experts).

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

· **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

60 2410 In-service training expenditure (as from the 2016 Budget)

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 at least a proportion of the package offered by the conference centre or by the specialist organisation will be charged solely to item 60 2602.

Expenditure may nevertheless not exceed the amounts, shown in the financial statement, which amounts will be indexed annually.

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 four years at the most.

FINANCIAL STATEMENT

A. Organisation of training by Management Staff category (either Directors, or Deputy Directors for the Secondary, or Deputy Directors for the Primary)

	Travel	Fees	Hotel / Conference Centre 2 days	Misc.	TOTAL
14 Directors or Deputy Directors	€3 837	€0	€5 371	€0	€9 208
Experts	€1 535	€2 631	€767	€0	€4 933
Miscellaneous	€0	€0	€0	€5 481	€5 481
Total	€5 371	€2 631	€6 139	€5 481	€19 622

B. Organisation of training grouping Management Staff categories together

In this case, the number of experts required for the training course must remain proportional to the number of participants. The same applies to the miscellaneous expenditure incurred to ensure the training course's proper organisation.

The budget for experts and the budget for 'Miscellaneous' are therefore adapted according to the number of participants, with the caveat that they may not exceed twice the total amount shown opposite those items in the table above.

The maximum budget therefore breaks down as follows:

	Travel	Fees	Hotel / Conference Centre 2 days	Misc.	TOTAL
14 Directors	€3 837	€0	€5 371	€0	€9 208
14 PDD	€3 837	€0	€5 371	€0	€9 208
14 SDD	€3 837	€0	€5 371	€0	€9 208
Experts	€3 069	€5 262	€1 535	€0	€9 866
Miscellaneous	€0	€0	€0	€10 962	€10 962
Total	€14 580	€5 262	€17 649	€10 962	€48 453