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## **IMPLEMENTING RULES FOR THE PERFORMANCE ASSESSMENT OF DEPUTY DIRECTORS FOR FINANCE AND ADMINISTRATION OF THE EUROPEAN SCHOOLS**

Approved by the Board of Governors at its Meeting on 17, 18 and 19 April 2018

## **Implementing Rules for the Performance Assessment of Deputy Directors for Finance and Administration**

Having regard to Article 30 of the Regulations for Members of the Seconded Staff of the European Schools, the Board of Governors hereby adopts the following Implementing Rules for the assessment of performance of Deputy Directors for Finance and Administration.

### Article 1

Performance assessment should aim to establish an objective view of the quality of work of the Deputy Director for Finance and Administration, with the aim of providing advice and support, recognising achievement and securing improvement where necessary. It should enable a judgement to be made as to whether the Deputy Director of Finance and Administration meets the demands of the post.

### Article 2

The Deputy Director for Finance and Administration shall be assessed on the performance of his/her duties as specified in the Regulations for Members of the Seconded Staff, the Financial Regulation, and in a detailed job description which shall be fixed by the Director of the school concerned at the start of each reporting period and recorded in writing. The job description shall be based on the model attached to these Implementing Rules, which may be amended to take account of the specific circumstances of each school.

### Article 3

The assessment by the Director and the Secretary-General of the European Schools shall be based on factors including, but not limited to, their knowledge of the Deputy Director for Finance and Administration during the reporting period, scrutiny of documentation, observations of official discussions and meetings, and discussions with other executive and managerial staff, with representatives of the teaching staff committee and the representatives of the Administrative and Ancillary Staff (AAS), parents and pupils, and with the person to be evaluated and a self-assessment of the Deputy Director for Finance and Administration. It is not expected that all these sources of evidence will be explored. In the case of a seconded Deputy Director for Finance and Administration, the representative of the seconding authority shall be invited to participate in the assessment.

### Article 4

The criteria for the assessment are set out in the attached report form and accompanying notes, which shall be used for all assessments of the Deputy Director for Finance and Administration.

## Article 5

1. An assessment report shall be produced for each Deputy Director for Finance and Administration before the end of the first year of service. Subsequent reports shall be produced every two years.
2. A possible prolongation of the secondment of a Deputy Directors for Finance and Administration after the fifth year in accordance with Article 29 lit. (e) of the Regulations for Members of the Seconded Staff will require a positive evaluation (overall judgment better than D).
3. Additional assessment reports may be produced at any moment if the Director and the Secretary-General of the European Schools deem it appropriate.

## Article 6

1. The assessment report shall be prepared initially by the Director who shall send it to the Secretary-General of the European Schools for joint agreement. The Secretary-General shall ensure consistency in the standard of reporting. In the event of disagreement between the Director and the Secretary-General, the view of the Secretary-General shall prevail.
2. The report shall then be communicated to the Deputy Director for Finance and Administration no later than the end of the periods specified in Article 5.1 above. The Deputy Director for Finance and Administration shall sign the report and add any written comments which he/she may wish to record, within the period of five days specified by Article 30 of the Regulations for Members of the Seconded Staff. The report shall be placed on the personnel file. The Deputy Director for Finance and Administration may retain a copy of the report.
3. The Director and the Secretary-General may agree to modify the report, in the light of the comments of the Deputy Director for Finance and Administration.
4. The Director or the Secretary-General or both shall discuss the report with the Deputy Director for Finance and Administration during its preparation and after it is finalised.

## Article 7

1. In the case of a seconded Deputy Director for Finance and Administration, a copy of the report shall be sent to the seconding authority.
2. If the overall judgement of the report states that the Deputy Director for Finance and Administration no longer meets the demands of the post, the Director and the Secretary-General shall take such measures as they shall deem appropriate in the circumstances to secure an improvement. In the case of a seconded Deputy Director for Finance and Administration, a representative of the seconding authority shall be consulted on the measures to be taken. Subject to the result of such measures, the Secretary-General may request the competent seconding authority to terminate the secondment under Article 31 lit. (f) of the Regulations for Members of the Seconded Staff. In the case of a locally recruited Deputy Director for Finance and Administration, the Director may terminate the contract of employment, subject to the requirements of national legislation.

Article 8

These implementing rules apply to both seconded and locally recruited Deputy Directors for Finance and Administration. They shall come into effect as from the date when they are approved by the Board of Governors.

## REPORT FORM

**To be used for the assessment of performance of Deputy Directors for Finance and Administration:**

### **I. Personal details**

Surname: .....

(including maiden name where appropriate)

First name(s):.....

Date of birth: .....

European School:.....

Date of appointment to this post: .....

Date of the last assessment: .....

Period of assessment: From ..... to.....

## **II. Performance assessment**

The Director should comment on how effectively the Deputy Director for Finance and Administration has carried out the functions described in the job description and how far the objectives were met.

## **III. Overall judgement**

- A = The performance has consistently exceeded the level of service expected
- B = The performance has frequently exceeded the level of service expected
- C = The performance of the holder has reached the level of service expected
- D = The performance has partially reached the level of service expected<sup>1</sup>
- E = The performance has not reached the level of service expected

If applicable, give justification for negative divergence of this assessment from the previous one.

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<sup>1</sup> An overall judgment lower than 'C' will exclude a further prolongation of the secondment of a Deputy Director for Finance and Administration after the fifth year of secondment in accordance with Article 29 lit. (e) of the Regulations for Seconded Staff Members.

#### IV. Aspects of performance assessment (professional and personal abilities)

See Annex for examples of the criteria to be taken into account.

	A	B	C	D	E	Comment
<b>Delivery of results</b>	<input type="checkbox"/>					
<b>Analysis, problem solving and decision making</b>	<input type="checkbox"/>					
<b>Communication and human relations</b>	<input type="checkbox"/>					
<b>Personal effectiveness</b>	<input type="checkbox"/>					
<b>Job expertise and professional/ specialist skills</b>	<input type="checkbox"/>					
<b>Using and managing resources</b>	<input type="checkbox"/>					
<b>Managing and leading staff</b>	<input type="checkbox"/>					

**V. Next year's work**

Changes to the job description should be noted.

**VI. Training needs**

**VII. Signature**

Director

.....  
(place, date)

.....  
(signature)

**VIII. Additional comments of the Secretary-General of the European Schools**

.....  
(place, date)

.....  
(signature)

**IX. To be completed by the Deputy Director for Finance and Administration**

I have taken note of the above assessment report and have received a copy for retention. I am aware that I may formulate my comments in writing concerning this report. My comments, if any, are given below.

.....  
(place, date)

.....  
(signature of the person evaluated)

## **Examples of the criteria to be taken account in section**

### **IV: Aspects of performance assessment (professional and personal abilities)**

#### **Delivery of results**

- Completes work to deadlines and to high standard.
- Identifies priority objectives or tasks and balances conflicting demands.
- Looks for opportunities to improve quality, efficiency and to reduce costs.

#### **Analysis, problem solving and decision making**

- Makes sound decisions based on objective analysis.
- Looks ahead, identifies potential problems and takes practical steps to deal with them.
- Is at ease when handling figures and is able to interpret and clearly present financial information.

#### **Communication and human relations**

- Communicates clearly and regularly within the school and with other bodies.
- Makes and presents a case persuasively and clearly.
- Listens to and takes account of the views of others.
- Cooperates well and promotes effective team work.
- Establishes good working relationships with people at all levels.
- Is able to communicate in the language of the hosting Member State and in two other EU languages.

#### **Personal effectiveness**

- Takes responsibility.
- Is reliable and remains calm under pressure.
- Focuses on the objective and is not deterred by minor setbacks.
- Shows personal commitment and a positive attitude.

#### **Job expertise and professional/specialist skills**

- Uses specialist knowledge and skills to complete work effectively.
- Shares own knowledge and skills with colleagues.
- Basic knowledge of the labour law of the hosting Member State.
- Has knowledge of the Regulations for Seconded Staff Members, the Service Regulations for Locally Recruited Teachers and the Service Regulations for the Administrative and Ancillary Staff of the European Schools.
- Has basic knowledge of the national safety and security rules.

- Has basic<sup>2</sup> knowledge of the accounting principles.
- Has knowledge of the Financial Regulations of the European Schools.
- Has basic knowledge of procurement rules applicable to the European Schools.
- Has knowledge of SAP-Finance.
- Masters office programs: Excel, Word, Outlook, O 365.

### **Using and managing resources**

- Manages the budget effectively and keeps control of resources.
- Seeks opportunities to improve value for money.
- Ensures appropriate procedures are followed to ensure financial propriety.

### **Managing and leading staff**

- Ensures that administrative and ancillary staff work together well and achieve results.
- Delegates appropriately, understands the needs of staff and provides advice and guidance.
- Explains clearly staff roles, responsibilities and objectives.

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<sup>2</sup> Profound knowledge required in case the Director for Finance and Administration is as well the correspondent of the 'Central Accounting Officer'.