



Ref.: 2021-12-D-39-en-1

Orig.: FR



## **Implementing Regulations for the Evaluation of the Performance of Assistant Deputy Directors of the European Schools**

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Approved by the Board of Governors at its meeting from 8 to 10 December 2021



## Foreword

In the text that follows, it should be understood that use of the masculine gender for the functions of Assistant Deputy Director obviously means that the functions are intended for both male and female staff.

Having regard to Article 30 of the Regulations for Members of the Seconded Staff of the European Schools, (2011-04-D-14-en-13), to Article 22.5 of the Service Regulations for Locally Recruited Teachers in the European Schools (2016-05-D-11-en-6) and to point VI of the Implementing Regulations for the Appointment of Assistant Deputy Directors of the European Schools (Doc. 2019-12-D-31), the Board of Governors hereby adopts the following Implementing Regulations for Evaluation of the Performance of Assistant Deputy Directors.

## Article 1

Performance evaluation should seek to form an objective view of the quality of work of the Assistant Deputy Director, 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 Assistant Deputy Director meets the demands of the post.

## Article 2

The Assistant Deputy Director shall be evaluated on the performance of his duties as specified in the Annex to the Implementing Regulations for the Appointment of Assistant Deputy Directors of the European Schools and in the detailed job description, which will be drawn up 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 appended to the Implementing Regulations for the Appointment of Assistant Deputy Directors of European Schools, to which amendments may be made to take account of the contexts specific to each school.

## Article 3

The evaluation is carried out by the Director and a national Inspector. In case of a seconded Assistant Deputy Director, the inspector will be the national inspector representing the seconding Member State.

## Article 4

The evaluation shall be based on factors including, but not restricted to, their knowledge of the Assistant Deputy Director during the reporting period, scrutiny of documentation, observations of official discussions and meetings and exchanges with other members of the executive and managerial staff, with representatives of the teaching staff committee and representatives of the Administrative and Ancillary Staff (AAS), parents and pupils and with the person to be evaluated, and also on a self-evaluation by the Assistant Deputy Director.

These sources of evidence will not all need to be systematically explored.

## Article 5

The criteria which will be used for the evaluation are set out in the appended report form.



#### Article 6

1. An evaluation report shall be produced for every Assistant Deputy Director before the end of his second and fifth year of service. In case of a seconded Assistant Deputy Director, the evaluation report shall be finalised not later than 15 February of the current school year.
2. A possible extension of the term of office of an Assistant Deputy Director will be conditional upon a still sufficient evaluation (overall judgement higher than E) at the end of the second year and a positive evaluation (overall judgement higher than D) at the end of the fifth year respectively, in accordance with point II 'Length of term of office' of the Implementing Regulations for the Appointment of Assistant Deputy Directors of the European Schools.
3. Should the Director deem it appropriate, other evaluation reports may be produced at any time.

#### Article 7

1. The evaluation report shall be drawn up initially by the Director, who will submit it to the national Inspector. The national Inspector shall ensure its consistency with standardised report writing. In the event of disagreement between the Director and the national Inspector, the Inspector's opinion shall prevail in case of an evaluation of a seconded Assistant Deputy Director. In case of a locally recruitment it is the Director's opinion which shall prevail.
2. The report shall then be sent to the Assistant Deputy Director not later than the end of the periods indicated in Article 6.1 above. The Assistant Deputy Director shall sign the report and add any written comments that he wishes to make within the period of five days. The report shall be placed in the member of staff's personal file. The Assistant Deputy Director may retain a copy of the report for his personal requirements.
3. In the light of the Assistant Deputy Director's comments, the Director and the national Inspector may agree to amend the report.
4. The Director shall discuss the report with the Assistant Deputy Director both during its drafting and once it has been finalised.
5. Should the Assistant Deputy Director be a member of the seconded staff, a copy of the report shall be sent to the seconding authority.

#### Article 8

1. If the report's overall judgement concludes that the performance of the Assistant Deputy Director has only partially reached the level of service expected (overall judgement D) during the first two years of his mandate, the Director and – in the case of secondment – the national Inspector shall agree with the Assistant Deputy Director on concrete measures deemed appropriate to secure an improvement of the performance.
2. In case of a seconded Assistant Deputy Director and in the light of the results of the measures taken, the Secretary-General may request the seconding authority to



terminate the secondment in accordance with Article 31(f) of the Regulations for Members of the Seconded Staff.

In case of a locally recruited Assistant Deputy Director and in the light of the results of the measures taken, the Director may terminate the term of office of the Assistant Deputy Director without prejudice to any potential existing contract of an indefinite period as locally recruited member of the teaching staff, provided that such contract has been suspended during the term of office in line with point II.5 of the Implementing Regulations for the Appointment of Assistant Deputy Directors of the European Schools.

#### Article 9

These Implementing Regulations shall be applicable to both seconded and locally recruited Assistant Deputy Directors. They shall take effect as from the date of their approval by the Board of Governors.



## Report form to be used for the evaluation of Assistant Deputy Directors of the European Schools

### I. Personal details

Surname: .....

(including maiden name where appropriate)

First name(s): .....

Date of birth: .....

European School:.....

Date of appointment to the post: .....

Date of the last evaluation: .....

Evaluation period: From..... to.....



## II. Performance evaluation

The Director must explain how effectively the Assistant Deputy Director has performed the duties defined in the job description and to what extent the function's objectives have been achieved.

## 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 post-holder's performance 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.

Where applicable, please provide evidence of any negative divergence between this

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<sup>1</sup> An overall judgement lower than 'D' will rule out any extension of the term of office of an Assistant Deputy Director after the second year and an overall judgement lower than 'C' will rule out any extension of the term of office of an Assistant Deputy Director after the fifth year of service.

evaluation and the previous one.

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

Please consult the examples of criteria to be taken into account in the Annex to the Implementing Regulations for the Appointment of Assistant Deputy Directors of the European Schools and in the detailed job description drawn up by the Director of the school concerned.

	A	B	C	D	E	Comments
General conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Multicultural spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Delivery of results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Analysis, problem-solving, decision-making and personal effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication and human relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pedagogical competence in the post and professional/ specialist skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Using and managing human and material resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



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Linguistic competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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**V. Next year's work**

Any changes to the job description should be recorded.

**VI. Training needs**

**VII. Signature**

Director:.....

(place, date) .....

(signature)

**VIII. Additional comments by the national Inspector**

Surname, first name:.....

(place, date) .....

(signature)

**IX. Final decision<sup>2</sup>**

The term of office of the Assistant Deputy Director will be prolonged: yes/no

Surname, first name:.....

(place, date) .....

(signature)

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<sup>2</sup> To be signed by the national Inspector in case of secondment and to be signed by the Director in case of a locally recruitment.

**IX. To be completed by the Assistant Deputy Director**

I have taken note of the above evaluation and have received a copy for retention for my personal requirements. I am aware that I may make my comments in writing concerning this report. My comments, if any, have been added below.

Surname, first name:.....

(place, date) .....

(signature)

## Example of criteria to be taken into account

### Aspects of performance evaluation (professional and personal abilities and skills)

#### 1. General conduct

- 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 multicultural spirit

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

#### 3. Delivery of results

- Completes work to deadlines and to a high standard.
- Identifies priority objectives or tasks and balances conflicting demands.
- Looks for opportunities for improvements, greater efficiency and cost reduction.

#### 4. Analysis, problem-solving, decision-making and personal efficiency

- Takes sound decisions based on objective analysis.
- Looks ahead, taking a long-term perspective, identifies potential problems and takes practical steps to anticipate them.
- Takes responsibility.
- Is reliable and remains calm in fraught situations.
- Focuses on the objective to be achieved and is not deterred by minor setbacks.
- Shows personal commitment and a positive attitude.

## 5. Communication and human relations

- Communicates clearly and regularly with the school community and other bodies, including in particular:
  - with pupils and staff
  - with parents
  - with the outside world
  - with the agencies of the schools and the OSGES
- 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 host Member State and in two other EU languages.

## 6. Pedagogical competence in the post and professional/specialist skills

- Uses specialist knowledge and skills to complete tasks effectively.
- Shares own knowledge and skills with colleagues.
- Planning, implementation and critical and constructive mind-set
  - in relation to
    - the curriculum,
    - performance criteria,
    - quality of teaching,
    - creation of a school community,
    - resources (human and material).
- Demonstrates pedagogical expertise
- Is capable of evaluating staff and the needs of the school
- Supports and initiates a number of out-of-school activities
- Promotes professional development in the form of in-service and further specialist training
- Promotes a quality assurance-oriented culture.

**7. Using and managing human and material resources**

- Administration and organisation in relation to Pupils and to Human Resources.
- Has a good knowledge of the rules and regulations.
- Ensures good cooperation amongst members of staff and achievement of the expected results.
- Delegates appropriately, takes an interest in staff's needs and gives good advice.
- Clearly explains to members of staff their role, their responsibilities and the objectives to be pursued.
- Monitors use of material resources.
- Makes every effort to improve cost-effectiveness.
- Ensures that appropriate procedures are followed.

**8. Linguistic competence in the vehicular languages and in the language of the host country**