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Implementing Regulations for the Appointment of Directors and Deputy Directors of the European Schools

Regulations applicable to staff taking up their posts from 1 September 2009

Approved by the Board of Governors by written procedure (2025/12) on 15 May 2025

Cancels and replaces Implementing Regulations 2009-D-422-en-5

Entry into force: 1 September 2025

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I. Appointment of Directors and Deputy Directors

Chapter 1. Objectives of the Regulations

Article 1

The objectives of the Regulations concerning the appointment of Directors and Deputy Directors are:

1. To open the candidature possibilities for each post to a sufficient number of candidates, in order to ensure that real competition is guaranteed between candidates from at least two Member States and preferably more.
2. To ensure and maintain a mix of nationalities in management teams (in space and in time).
3. To ensure fair access for candidates from all the Member States.
4. To define a calendar of work matching the requirements of the system.

Chapter 2. Profile of Directors and Deputy Directors

Article 2

The particulars and qualities described in this chapter are mandatory.

The emphasis given to particular aspects of the profile may vary in response to the specific characteristics of individual schools.

Article 3

1. The candidates must have the competence, skills and qualifications required in their country to head an educational establishment providing a leaving certificate entitling the holder to university entrance (for candidates for a post of Director or Deputy Director for the Secondary) or a primary school (for candidates for a post of Deputy Director for the Nursery and Primary)
2. The candidates should demonstrate management competence in the pedagogical, administrative and financial fields, for example:
 - in leading a school as a whole organisation
 - in establishing good human relations
 - in resolving conflicts
 - in synthesising ideas

- in managing human, material and financial resources
- in setting up and developing a quality control system in the different areas of management of the school.

This requirement is not intended to exclude those without previous experience of headship.

3. The candidates must have a good knowledge of English and at least one of the two other vehicular languages (French, German). The knowledge of the language of the country in which the school is situated is an asset. The candidates must undertake to learn or improve their level of knowledge of the language of the country which will be one of the criteria for the first evaluation.
4. The candidates should demonstrate knowledge and understanding of the European Schools system.
5. The candidates must be able to commit to serving at least the first five-year term of office (subject to a positive evaluation during the second year of service).

Chapter 3. Application procedure

Article 4

The candidate's file must contain the following information:

- date of birth
- educational background and qualifications
- professional experience
- knowledge of languages (to be documented and assessed on the basis of the Common European Framework of Reference for Languages self-assessment grid produced by the Council of Europe)
- special abilities, skills and achievements
- motivation
- names of referees

Article 5

1. The Curriculum Vitae (CV) and the cover letter should be in at least one of the three vehicular languages (French, German, English). It is recommended that the 'Europass' format be used, preferably in English.
2. The official documents to be attached to the CV are the following:
 - copies of diplomas, certificates and other evidence of formal qualifications

- an official document testifying that the candidate has no criminal convictions which would be incompatible with the post.
3. Candidates will send their applications to their national delegations, which will deal with them as described in Article 18 below.

Article 6

The candidate's file will be accompanied by a declaration by the seconding authority to the effect that the candidate fulfils the prerequisites for any candidature, namely:

- that the candidate has the background and formal qualifications required in their country to head an educational establishment providing a leaving certificate entitling the holder to university entrance (for candidates for a post of Director or Deputy Director for the Secondary) or a primary school (for candidates for a post of Deputy Director for the Nursery and Primary)
- that the candidate is eligible to commit to serving at least the first five-year term of office (subject to a positive evaluation during the second year of service)
- that the candidate has the language skills required, i.e., a good knowledge of English and at least one of the two other vehicular languages (French, German).

Article 7

The Secretary-General will ensure that all the required documents have been provided with the application. Should the application file be incomplete, the candidature might not be taken into consideration.

Chapter 4. Access to candidatures – Distribution of executive posts (Directors and Deputy Directors) amongst Member States

Article 8

Each Member State may have a maximum of three executive posts, including one post of Director.

Article 9

When a Director or Deputy Director leaves a school the only nationality which should be excluded from holding the subsequent appointment is that of the Director or Deputy Director leaving the post. However, where the Director or Deputy Director from a given country leaves before completing the first five-year period, the Board of Governors will not necessarily exclude the Member State which seconded the leaving Director from providing candidates in the competition to choose the new Director.

Article 10

1. No two executive posts in the same school may be held by persons seconded by the same Member State.
2. No Member State may nominate candidates for a greater number of posts than that which their candidates may hold in accordance with the Regulations in force (see Article 11) or nominate the same candidate for several posts.

Article 11

If a Member State does not yet hold a Director's post, it may propose a serving Deputy Director or serving Deputy Directors for a vacant post of Director provided that such a candidate or candidates fulfil(s) the criteria specified in the profile. Similarly, it may propose one or more Deputy Directors for the Primary for a vacant secondary post or vice versa, provided that the candidate(s) fulfil(s) the criteria specified in the profile.

Article 12

A Director may not normally come from the Member State in which the school is situated. An exception may be made in the case of the setting up of a new school or if the Board of Governors decides that a school will cease to be an European School and will become an Accredited European School.

Chapter 5. Length of term of office

Article 13

1. The term of office of Directors and Deputies will be nine years.
2. The term of office will be subdivided into three periods:
 - an initial period of two years. An evaluation will be made during the second year.
 - a second period of three years. A further evaluation will take place during the fifth year.
 - a third period of four years.
3. Notwithstanding national provisions, in special, duly justified cases in the mere interest of the service, on request of the Secretary General or on request of the seconding authority an extension up to a maximum period of another three years may be granted by the Board of Governors, if this is agreed between the seconding authority and the Secretary General.

In the case of prolongation of the term of office of a Deputy Director, in addition to the seconding authority and the Secretary General, the agreement of the Director of the school concerned shall be required.

4. In the case of a transfer, the total length of the term in the two schools is ten years, unless there is a prolongation. If there is a prolongation, under no circumstance can this exceed twelve years in total.

Chapter 6. Selection of Directors and Deputy Directors

Section 1. Applications for transfer of current post-holders in the interests of the service.

Article 14

When the position of Director or Deputy Director becomes vacant in a school, the Secretary-General of the European Schools will notify the serving Directors or, where applicable, Deputy Directors who have completed between five and six years of service, when the position is to be filled."

Article 15

Directors may apply for a further term as Director of a second school and Deputies for a further term as Deputy of the appropriate teaching level (cycle).

Article 16

1. The Joint Board of Inspectors will advise if an application for transfer is justified in the interests of the service and will take the decision after hearing the Secretary-General. The Secretary-General may consult the Director of the school of destination.

It will consider the aspects of evaluation mentioned in the Implementing Regulations for the Evaluation of Directors and Deputy Directors of the European Schools¹.

2. In the interests of mobility and of harmonisation within the system, transfer applications will be given priority consideration in relation to new appointments.

¹ Ref.: 2024-12-D-24-en-6

Section 2. Appointment of candidates to posts of Directors/Deputy Directors.

Article 17

If there are no transfer applications or if the Joint Board of Inspectors judges that they are not in the interests of the service, the Secretary-General will draw up, taking account of the rules laid down in chapter 4, a list of the Member States which may nominate candidates for the different posts and will invite the countries concerned to express their possible interest in the post.

Article 18

The delegations interested will nominate candidates for the vacant post, classified in alphabetical order, and will send these applications to the Secretary-General. A delegation nominating a serving Deputy or serving Deputies for a Director's post may only nominate the serving Deputy or serving Deputies in question.

Article 19

Without prejudice to Article 10, if only two nationalities are involved, each must present at least two and a maximum of three candidates; if three or more nationalities are involved, each may present a maximum of two candidates.

Article 20

If there are no candidates or if the candidates come from a single country, the Secretary-General will invite all the countries to nominate a candidate, even those which have already filled their quota of posts, with the exception of those concerned by Articles 9, 10.1 and 12.

Article 21

The selection of candidates by the Member States should be made, after public advertisement, on the basis of criteria identical to those in force for appointment to a post of responsibility in the public service in the Member States.

Article 22

1. Candidates for the post of Director and of Deputy Director for the Secondary must have the competence, skills and qualifications required in their own country to lead an educational establishment providing a leaving certificate entitling the holder to university entrance (Article 21 of the Convention defining the Statute of the European Schools).

2. Candidates for posts of Deputy Director for the Nursery and Primary must have the competence, skills and qualifications required in their own country to be Directors or Deputies of comparable Primary education establishments.

Article 23

Applications from teachers who work or have worked in a European School will be considered on the same basis as those from other teachers, provided that such applications match the profile defined in chapter 2.

Section 3. Selection of candidates

Article 24

A Selection Committee will be set up, chaired by the Secretary-General of the European Schools. The composition of this Committee will depend on the post to be filled.

The Secretary-General may delegate the chairmanship of the Selection Committee to the Deputy Secretary-General.

Article 25

The inspectors' representation will be as follows:

1. for a Director's post, the representation will consist of two inspectors, one from the Board of Inspectors (Primary) and one from the Board of Inspectors (Secondary)
2. for a Deputy Director's post, the representation will consist of:
 - two Primary inspectors for a Primary Deputy's post.
 - two Secondary inspectors for a Secondary Deputy's post.
3. An Inspector of each of the countries presenting candidates may be present as an observer during the interviews of all the various countries' candidates, but without a vote. The observers may not be present during the deliberations.

Article 26

The Directors' representation will be as follows:

1. for a Director's post, two Directors will be designated to sit on the Selection Committee. The Director of the school where the post is vacant cannot be a member of the Committee.
2. for a Deputy Director's post, only one Director will be a member of the Committee. This Director must be from the school where the post is vacant.

Article 27

The Head of the Human Resources Unit is designated as observer and reporter of the Selection Committee. The report should give a résumé of the Committee's overall judgement regarding each candidate, making reference to the qualities itemised in Section II of the Document 'Profile of Directors and Deputy Directors'. It will state whether it judges the candidates to be 'excellent', 'very good', 'good' or 'acceptable' or whether they failed to show the competence and skills required to head a European School or to hold a post of Deputy Director for the Primary or the Secondary, as the case may be. The Committee will rank the candidates in order of preference.

Article 28

The Secretary-General may appoint an external member without voting rights, from the main financing institution contributing to the budget of the school in question.

Section 4. Appointment

Article 29

1. If the Selection Committee reaches unanimous agreement on the proposed rank order which it has determined, the Secretary-General will make the appointment on behalf of the Board of Governors and will inform the Board of Governors and the Joint Board of Inspectors thereof, either at their next meeting or in writing.
2. Only a candidate who has been rated "good", "very good" or "excellent" may be appointed in this way.

Article 30

If the Selection Committee fails to reach unanimous agreement on a proposal or if none of the candidates have been rated "good", "very good" or "excellent", the Secretary-General will propose a second call.

Chapter 7. Procedure

Article 31

1. As soon as it becomes aware of the vacancy of a post at the beginning of the following school year, the Secretary-General will inform serving Directors or Deputy Directors with five to six years of service and will organise, where appropriate, the evaluations of any transfer applicants.
2. The Secretary-General will inform the Joint Board of Inspectors of the transfer applications and of the outcomes of the evaluations.

The Joint Board of Inspectors will decide on the transfer applications after having heard the Secretary-General.

3. The Secretary-General will inform the delegations of the posts of Director and Deputy Director to be filled.

The Secretary-General will draw up, taking account of the rules laid down in chapter 4, a list of the countries which may nominate candidates for the different posts and will invite the countries concerned to inform of their interest in the post.

4. The Secretary-General will inform the delegations which have expressed an interest in the post of the number of candidates which each country may nominate.

It shall ensure that a list of the countries which are interested in the vacant posts is published in the European Schools

5. The Secretary-General will draw up the timetable for the Selection Committees and will invite the Boards of Inspectors and the Directors to designate their representative(s).

Article 32

The selection process may encompass a range of assessments and tools designed to evaluate both general and specific competencies required for the position. It also may include conceptual assessment, which is designed to evaluate the candidates' understanding of key educational principles, leadership strategies, and pedagogical concepts essential for effective school management.

Candidates will be duly informed in advance about the various components of the selection process, including the assessments, thereby ensuring they have time to prepare.

Article 33

Before deliberating, the members of the selection committee may hear the opinion of the relevant observers present to the interviews, with the exception of the inspectors of the countries presenting candidates as referred to in Article 25.3 of the present Implementing Regulations.

Article 34

1. If the Selection Committee reaches unanimous agreement on the proposed rank order which it has determined, with the caveat that the candidate selected must have been rated “good”, “very good” or “excellent”, the Secretary-General will make the appointment on behalf of the Board of Governors and will inform the Board of Governors and the Joint Board of Inspectors thereof.
2. If the Selection Committee fails to reach unanimous agreement on a proposal or if none of the candidates have been rated “good”, “very good” or “excellent”, the Secretary-General will propose a second call.

Article 35

The Board of Governors will decide solely on appointments on which the Selection Committee has failed to reach unanimous agreement or if no candidate has been rated “good”, “very good” or “excellent”.

I. Transitional measures

Directors and Deputy Directors in post prior to the entry into force of these Regulations will remain subject, provided that the provisions are more favourable to the regulations applicable to them on the date of their appointment.

II. Entry into force

These Regulations cancel and replace Regulations 2009-D-422-en-5.

They will enter into force on the 1st September 2025.