



Ref.: 2024-12-D-24-en-6

Orig.: EN

Implementing Regulations for the Evaluation 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. Evaluation of Directors and Deputy Directors

Article 1

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

Article 2

The Director or the Deputy Director shall be evaluated on the performance of their duties as set out in Chapter 1 of the General Rules of the European Schools.

Article 3

1. For Directors, the evaluation will be carried out by the Secretary-General, by an inspector of the same nationality as the Director and by another inspector of a different nationality belonging to the other teaching level (cycle).
2. For Deputy Directors of Secondary, the evaluation will be carried out by the Inspector (Secondary) of the same nationality as the Deputy Director, by the Director and by another Secondary inspector.
3. For Deputy Directors of Nursery and Primary, the evaluation will be carried out by the Inspector (Primary) of the same nationality as the Deputy Director, by the Director and by another Primary inspector.

Article 4

The evaluation will be based on several factors, including but not limited to the knowledge of the Director or Deputy Director during the reporting period, a review of relevant documentation, observations of official discussions and meetings, and interactions with other members of the executive and managerial staff, as well as representatives from the teaching staff committee, Administrative and Ancillary Staff (AAS), parents, and students.

The evaluation will include input from the person being evaluated and a self-assessment by the Director or Deputy Director.

Article 5

The criteria which must be used for the evaluation are the following:

1. Leadership
2. Academic and pedagogical expertise
3. Administrative management, implementation and planning
4. Communication and Human Relations

These criteria are detailed in the appended report form.

Article 6

1. An evaluation report shall be produced for every Director or Deputy Director after the initial period of two years, extension of the term of office beyond the fifth year or, where appropriate, termination of the appointment.
2. A possible extension of the term of office of a Director or Deputy Director will be conditional upon an overall judgement where the director or Deputy Director “(fully) meets the demands of the post” at the end of the second year and at the end of the fifth year, in accordance with Article 13 of the Implementing Regulations for the Appointment of Director and Deputy Directors of the European Schools¹.
3. It is the responsibility of the Secretary-General of the European Schools to ensure that formal evaluations are carried out in good time.
4. Should the Secretary-General or the Director deem it appropriate, other evaluation reports may be produced at any time.

Article 7

1. Before evaluation, the evaluating team will meet the Director/Deputy Director in order to inform them of the areas which will be evaluated and the strategies to be employed.
2. For Directors, the evaluation report will be drawn up initially by the national inspector of the same nationality as the Director, who will submit it to the other inspector of a different nationality belonging to the other teaching level (cycle) and then, to the Secretary General.
3. For Deputy Directors of Secondary, the evaluation report will be drawn up initially by the national inspector of the same nationality as the Deputy Director, who will submit it to the other Secondary inspector and then, to the Director.

For Deputy Directors of Nursery and Primary, the evaluation will be drawn up initially by the national inspector of the same nationality as the Deputy Director, who will submit it to the other Primary inspector and then, to the Director.

4. This report will be sent to the Director of Deputy Director evaluated, who will have ten working days in which to make any comments in writing on the report.

In the event of disagreement, an appeal may be lodged as provided for in Articles 78-80 of the Regulations for Members of the Seconded Staff.

The report shall be placed in the member of staff's personal file. The Director or the Deputy Director may retain a copy of the report for his personal requirements.

The report will be sent to the Secretary-General of the European Schools and the national authorities.

¹ Ref.: 2024-12-D-23-en-4

Article 8

1. In the case of an evaluation concerned with a transfer application, at the end of the fifth or sixth year, the evaluation report will be sent to the Joint Board of Inspectors, which will decide on the transfer.
2. If two of the three members of the Evaluation Committee reach the conclusion that performance in the areas evaluated does not meet, or no longer meets, the demands of the post, the Secretary-General or the Director will request the seconding authority to terminate the secondment at the end of the current school year.

II. 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.

III. Entry into force

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

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

**ANNEX TO THE IMPLEMENTING REGULATIONS FOR THE APPOINTMENT AND
EVALUATION OF DIRECTORS AND DEPUTY DIRECTORS IN THE EUROPEAN SCHOOLS**

REPORT FORM

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

I. Personal details

Surname:

(including maiden name where appropriate)

First name(s):

Date of birth:

Date of appointment to this post:

Date of the last assessment:

Period of assessment: From to.....

II. Performance assessment

The evaluation team should comment on how effectively the member of staff being evaluated has carried out the functions and how far the objectives were met.

III. Criteria to graduate the aspects of performance assessment

- ☐ A = **Very good** = Performance has constantly exceeded expectations.
- ☐ B = **Good** = Performance consistently meets expectations.
- ☐ C = **Acceptable** = Performance meets expectations, but not consistently.
- ☐ D = **Unacceptable** = Performance often falls short of expectations.

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

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

1. Leadership	A	B	C	D	N/A	Comment
Aligns with the ES mission and values and promotes the European spirit	☐	☐	☐	☐	☐	
Shows responsibility, diligence, reliability, imagination, innovation and problem-solving ability	☐	☐	☐	☐	☐	
Manages human resources effectively and delegates appropriately	☐	☐	☐	☐	☐	
Handles stress effectively	☐	☐	☐	☐	☐	

2. Academic and pedagogical expertise	A	B	C	D	N/A	Comment
Ensures high standards of teaching and learning	☐	☐	☐	☐	☐	
Promotes a culture of quality assurance	☐	☐	☐	☐	☐	
Promotes professional development in the form of in-service and further specialist training	☐	☐	☐	☐	☐	

Supports inter-school activities	☐	☐	☐	☐	☐	
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3. Administrative management, implementation and planning	A	B	C	D	N/A	Comment
Has a good knowledge of the rules and regulations and ensures compliance	☐	☐	☐	☐	☐	
Plans and coordinates developments effectively	☐	☐	☐	☐	☐	
Establishes clear, straightforward and transparent procedures (in pedagogical, administrative and financial matters)	☐	☐	☐	☐	☐	

4. Communication and Human Relations	A	B	C	D	N/A	Comment
Cooperates constructively and promotes effective cooperation between staff members but also between teachers and pupils of different language sections	☐	☐	☐	☐	☐	
Engages and communicates effectively with the staff, pupils, parents, agencies of the schools, the OSGES and external stakeholders	☐	☐	☐	☐	☐	
Chairs meetings effectively	☐	☐	☐	☐	☐	
Communicates effectively in the vehicular languages and in the language of the country	☐	☐	☐	☐	☐	

5. Relevant factual documents annexed to the evaluation report	Comment

Overall judgement	(Fully) meets the demands of the post	Does not meet / no longer fully meets the demands of the post.	Comment
	☐	☐	

V. Next year's work

Changes to the job description should be noted.

VI. Training needs

VII. Signature and additional comments of the Inspector of the same nationality of the member of staff evaluated²

(place, date)

(signature)

VIII. Signature and additional comments of the Inspector of a different nationality than the member of staff evaluated³

Surname,
First name:.....

(place, date)

(signature)

² If the member of staff evaluated is a Deputy Director, the Inspector should be of the same cycle as the Deputy Director.

³ If the member of staff evaluated is a Director, the Inspector must be of a different cycle than the one of the Inspector of the same nationality than the Director. If the member of staff evaluated is a Deputy Director, the Inspector should be of the same cycle as the Deputy Director.

IX. Signature and additional comments of the Secretary-General⁴ or the Director⁵

Surname, first name:.....

(place, date)	(signature)
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X. Final decision

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

Surname, first name:.....

(place, date)	(signature)
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XI. Signature and comments of the member of staff evaluated⁶

Surname,
First name:.....

(place, date)	(signature)
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⁴ If the member of staff evaluated is a Director

⁵ If the member of staff evaluated is a Deputy Director

⁶ The signature of the evaluated staff member does not mean that they accept the evaluation, only that they are aware of it.