Ready Reference

European Glossary on Education

Volume 4

Management, monitoring and support staff

Education and Culture

Socrates

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The information network on education in Europe

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Management, monitoring and support staff

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Foreword

The management of schools, the quality control of the education they provide, and the support available to pupils and teachers, as well as services for guidance and counselling, are important aspects of the functioning of education systems. Eurydice has thus decided to devote the fourth volume of the *European Glossary on Education* to the staff responsible for these activities.

This book provides detailed coverage of the terminology used at national level to refer to persons responsible for management, monitoring, support with learning, and guidance. It includes those terms that are officially adopted or widespread, and specific to a particular national education system. Readers will thus be able to locate the definitions of frequently used terms so as to gain a better insight into the main activities of these staff and the part they play in education systems. Information is also given on the qualifications required to occupy the posts concerned, procedures for recruitment to them and their legal status.

A guide to use of the *Glossary* is included by way of introduction. It contains all relevant definitions and outlines the different aspects covered in the explanatory note on each term.

This volume covers the 15 Member States of the European Union, the three EFTA/EEA countries and the 12 candidate countries.

The *European Glossary on Education* publications series has been developed by the Eurydice Network as a reference resource on terminology to provide for all-round understanding and reliable comparisons of how the various education systems in Europe really work. The first volume, published in 1999, dealt with 'examinations, qualifications and titles'; the second, published in 2000, with 'educational institutions'; and the third, published in 2001, with 'teaching staff'. The *Glossary* has also been converted into an online database containing all terms in the foregoing volumes. The database may be accessed on the Eurydice website at the following address: http://www.eurydice.org.

The Eurydice European Unit is very grateful to all National Units in the Network for their invaluable contributions to the content of this publication, not to mention its quality and reliability. However, the Unit remains entirely responsible for its presentation, drafting and editorial style.

By making this *Glossary* available to all who attempt to reliably compare, understand or translate terms specific to the field of education, the Eurydice Network hopes to make a further contribution to the greater transparency of education systems in Europe and to the quality of cooperation between European countries.

Patricia Wastiau-Schlüter
Head of the Eurydice European Unit
November 2002

Introduction

This fourth volume of the *European Glossary on Education* covers some 500 national terms used during the 2001/02 academic year to describe the following three major categories of **educational staff**:

1) staff within schools or other education institutions who are responsible for the **management** (school heads, etc.);

2) staff responsible for **monitoring and evaluating the quality of teaching** at school level (inspectors, etc.);

3) staff providing **guidance and teaching support** (advisers, *professeurs de remédiation*, etc.).

For the purposes of this glossary, the term 'educational staff' refers solely to qualified staff who are **indirectly** involved in the process of teaching/instruction (inside the institution or outside it in a centre or agency, whether or not under the aegis of a ministry). All levels (corresponding to the 97 ISCED classification) and types of education (general, vocational, technical, special, etc.) at school are considered.

Staff **directly** responsible for teaching activities/instruction (teachers/instructors and teaching assistants/auxiliary teaching staff) have been dealt with separately in Volume 3 of the *Glossary*. Staff who work in administration (secretaries, bookkeeping, financial management, public relations, etc.) whether within or outside schools, in welfare (boarding school or hospital instructors), or in healthcare (health centres, school medicine, therapists, etc.), or who are responsible for logistical and supervisory support (photocopying services, supervisors, etc.), or the maintenance and operation of an institution (catering, transport, etc.) are not covered in the present volume.

Qualified staff in the social sector are included if they are responsible for educational guidance and the management of learning difficulties in specialised institutions or in schools. Staff **solely** in charge of services for the provision of psychological and social assistance to parents and pupils in the event of emotional problems, dropout or delinquency are excluded.

Only persons responsible for managing and/or coordinating staff who monitor or evaluate schools are included. Neither staff nor directors of administrative or management services or departments responsible for quality in education, who work in bodies situated at regional or central level, are covered by the *Glossary*.

Reference is made to terms formerly used to describe the three types of staff included in the volume only if they are still to be found in national documents on education. Similarly, new terms to be used with effect from the 2002/03 school year are included.

Only staff involved in management, monitoring/evaluation and support in the **public** and **grant-aided private sectors** of education are considered.

Qualified staff working in adult education are included in so far as the content of the curricula and qualifications awarded are analogous to those intended for young pupils or students.

In countries with decentralised systems of education, the terminology used to describe various categories of educational staff may vary in accordance with the field and pattern of administrative organisation. In the case of some countries, therefore, the list of terms given in this glossary is not necessarily exhaustive.

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In order to provide easy access for a wide range of readers, the terms relating to educational staff are presented in two sections.

In the **first section** the reader will find **all** the terms listed in alphabetical order for **all** countries and educational levels. Only the main terms, standard abbreviations and synonyms are included in the alphabetical list. Besides the explanatory note on the term, the information given for each entry includes a country reference, the most common grammatical forms of the basic term, and the level of education concerned.

The **second section comprises summary tables**. These are presented by country. The terms of the category in question are classified by level of education in accordance with the International Standard Classification of Education (ISCED 97), including staff specialised in the education of children with specific needs and staff responsible for adult education. The countries are presented in the order used by the European Communities. Only the generic terms are included in the national tables and classified in accordance with the three major categories contained in this Glossary. The abbreviations and synonyms are shown in brackets. Certain details of specific characteristics are shown below the summary tables where this is likely to contribute to understanding of the national situation.

The advantage of this dual structure is that it offers different routes of access to information. Readers who know a term can search in the alphabetical list to find the references of the country, the explanatory note and grammatical variants. Readers who are seeking all the terms used, for example, to refer to staff responsible for monitoring teaching and teaching quality in schools should consult the national summary table in the second section, and then consult the alphabetical list for a definition of each term.

For each country, a diagram illustrating the stages and structure of the education system is presented along with the relevant national table, with the aim of helping readers to understand the system in question and enabling them to situate the level of education of specific institutions.

User's guide

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• Main terms in the original language

Terms appear in the nominative singular form, unless only the plural is used. When the term varies depending on gender, both forms are shown, the masculine form first (e.g. *Directeur/trice*).

The expression appears in the official language of the country. Greek and Bulgarian terms are transliterated into the Roman alphabet, with the term in the Greek or Cyrillic alphabet in parentheses.

Common or traditional designations have been included if they are widely used and known, or if they may appear in texts on education in the country.

Since the same term may be used to denote different concepts in different countries, readers should always check that the definition corresponds to the country for which they require information. The name of the country is always indicated below the term.

When a specific term denotes a person responsible solely for management, monitoring/evaluation or support in adult education, this is stated in the explanatory note.

Common abbreviations are entered separately, with cross-references to the unabbreviated terms in the explanatory notes.

• Grammatical variants

This heading covers the grammatical variants of each term (declined and plural forms, with the exception of those in English and French which involve only the addition of -s), indicating the main forms that the term may take in a text. These grammatical variants make it possible to find entries and the definition of a term even if the spelling is not identical with that of the basic term.

In languages which use a large number of different grammatical forms, such as Finnish, Hungarian or the Slavic languages, only the root of the word is indicated and is marked with an asterisk (*), so that the reader will recognise the unchanging part of the word. One or two examples of the main declined forms will be given.

• Levels of education

Most educational staff work at a specific level of education and may be classified accordingly. However, some staff are involved at several levels (for example, the *Préfet/e des études* works at primary and secondary levels). In this case, the various levels are indicated.

Generally speaking, the definitions of each level comply with the criteria used in the UNESCO International Standard Classification of Education (ISCED 1997), and these definitions are indicated below. For more information on ISCED 97, readers should consult the official website:
http://unescostat.unesco.org/en/pub/pub0.htm.

- **Pre-primary education (ISCED 0)** generally begins at the age of 3 and lasts between two and three years, depending on the age at which primary education starts. This level is defined as the first phase of organised instruction.

- **Primary education (ISCED 1)** generally begins between the ages of 5 and 7 and lasts four to six years.

- **Lower secondary education (ISCED 2)** usually consists of three to four years of schooling after the primary phase. Education is usually general, but in some countries technical or vocational courses are offered at this level. It may prepare pupils either for direct entry to adult working life or for entry into upper secondary education.

In countries where compulsory education is provided in a **single structure** without a transition between the primary and lower

secondary levels, the two ISCED levels concerned are cited for terms relating to educational staff working within the single structure.

- **Upper secondary education (ISCED 3)** usually comprises two to five years of schooling with basic courses and more subject-oriented programmes. This level is often subdivided into general, technical and vocational streams. Admission normally requires the completion of lower secondary education. Upper secondary education may either be terminal (preparing the students for direct entry into working life), or transitional (preparing for entry into tertiary education).

- **Post-secondary education (ISCED 4)** comprises education or training courses provided between upper secondary and tertiary education. In the national context, the content of these courses is not considered as being of tertiary education level and an upper secondary qualification is not always required for admission. Post-secondary education courses are more advanced and more specialised than secondary education courses. They are often of a technical or vocational nature and generally last between six months and two to three years.

- **Tertiary education (ISCED 5 and 6)** comprises courses at the non-university, university or postgraduate level. Admission normally requires at least the completion of upper secondary education.

• Explanatory notes

The explanatory notes provide a definition of **each category of staff concerned** with a brief description of its main characteristics. Some specific terms, which are needed to understand the context fully, have been kept in the original language, such as the names of certain qualifications, stages of education, or institutions. Terms in the original language appearing in italics are not explained. Readers can refer to Volumes 1, 2 and 3 of the *European Glossary on Education* for fuller details of the names and characteristics of qualifications, educational institutions and teaching staff, respectively.

All cross-references to other terms explained in the glossary are marked by an arrow (►) followed by the name of the term in question.

STAFF CATEGORIES

Definitions and dimensions

The **elements covered in the explanatory notes** for the three categories of educational staff included in this glossary are as follows:

- **type of education**: general, technical, vocational, artistic, special; the **name of the institution** can be indicated;

- **qualification, basic training** and/or **type of experience required**, e.g. teaching diploma, teaching experience, management experience, etc.;

- **specific training/school administration diploma**: duration, theoretical and/or practical nature, compulsory or optional, provided before/after entry to a post;

- **recruitment procedure(s)**: to simplify the explanatory notes, two possibilities have been considered in relation to selection and recruitment procedures:

1) **recruitment/selection at national/regional level** (by competitive examination, or from lists of eligible candidates);
2) **open recruitment** – selection organised and the decision taken by the local authority/school. In such instances, the authority responsible is indicated. This method of recruitment includes selection based on CVs, qualifications, experience, interview, public advertisement, etc.;

- **main responsibilities**: only the main categories of tasks are specified;

- **teaching activities**: indicated if applicable;

- **type of contract and legal status**: permanent civil servants, or employment on a contractual basis, etc.;
- **employer**: authority (central government, regional, local authority, school) responsible for payment of salary;
- **authority responsible for evaluation**: where the information is relevant, persons/bodies responsible for evaluating these staff at the level of the institution or of higher authorities are specified (e.g. *inspector, Provincial State Office*).

1. Staff responsible for managing education

This category covers specific national terms denoting all persons whose job/responsibility is administration/management of one or several educational institutions (at any level of education), or one of their departments/subdivisions. These persons may occupy a position of this kind while continuing to teach or monitor teaching quality control. They may have sole or shared responsibility for the management of their institution(s). Where this latter task is carried out by a mixed managerial board/body some of whose members are external to the institution (such as employers, prominent business or professional people in the local community, church dignitaries, etc.), or representatives of higher authorities (including local, regional or central government officials, etc.), these persons are not included in the Glossary.

The glossary includes only the titles of *heads of institution* and all persons with an administrative/management function at the level of one or more institutions (e.g. *directeur, recteur, dean, department head, principal*, etc.). Names of bodies such as *conseil de direction, bevoegd gezag, raad, rectorats* are not included.

When a generic term denoting a member of staff involved in educational **administration and management** is preceded or followed by the name of the educational level or institution in which that person works, only the main term is specified and not this kind of additional descriptive element. In such cases, the term is followed by a note in brackets indicating that it is normally preceded or followed by a reference to the type or level of education concerned. For example, the term used to denote a school head in Slovenia, *ravnatelj* (+ type/level of education) is given and not all the specific terms, such as *ravnatelj vrtca, ravnatelj glasbene šole, ravnatelj osnovne šole, ravnatelj gimnazije*, etc.

Sample explanatory note

Óvodavezető
Country: Hungary
Grammatical variants: Óvodavezetők, óvodavezető*
Level: Pre-primary
Explanatory note: Head of a pre-primary establishment *(óvoda)*, including institutions for special education. Those appointed must be qualified teachers at the level concerned *(óvodapedagógus)* who have completed five years in service. No qualification in school administration is required. These staff have educational, administrative and financial duties and are also responsible for public relations. They evaluate teaching staff, retain a share of teaching activities and are recruited in accordance with an open procedure by the body responsible for their institution, which employs them with civil servant status. They are evaluated by experts selected from a national list.

2. Staff responsible for monitoring teaching quality

This category covers all persons whose job it is to monitor the quality of the education service and evaluate the effectiveness of teaching within schools. They may also attend to aspects other than teaching. The realities of this post vary from country to country, depending on the way in which education systems are organised in general and their degree of centralisation.

Generally speaking, staff in this category are responsible for tasks involving monitoring and compliance with regulatory texts, evaluation of teaching systems, institutions and teachers, leadership, innovation and regulation. Where

Sample explanatory note

Inspecteur/trice de l'éducation nationale
Country: France
Level: Pre-primary/primary
Explanatory note: An inspector entrusted with the quality control of education in an *école maternelle, école élémentaire, lycée professionnel* or apprenticeship training centre. As part of their responsibilities, those appointed evaluate the individual activity and team-work of teaching staff *(professeur des écoles, instituteur, professeur de lycée professionnel)*, and they may also act as technical advisers to the *Inspecteur d'académie – directeur des services départementaux de l'éducation nationale*. Recruitment is from among teaching staff in primary and secondary education *(professeur des écoles, instituteur, professeur certifié, professeur agrégé, professeur d'éducation physique et sportive, professeur de lycée professionnel)*, staff with broader educational responsibilities (► *Conseiller/ère principal/e d'éducation*), and those who provide guidance or counseling (► *Conseiller/ère d'orientation-psychologue*) or are involved in management (► *Principal/e,* ► *Proviseur/e*). Recruitment is either by competitive examination open to those who have completed five years in service, or from a list of qualified candidates who satisfy certain seniority or merit requirements. Candidates who perform successfully in the examination undertake alternated work and training for two years at the Ministry of Education training centre (22 weeks) and in an académie or one of its geographical subdivisions. On completion of this training, they are granted a tenured position. Their appointment with tenure is by order from the Minister of Education. They are state employees with civil service status, who are responsible to the *Inspecteur d'académie – directeur des services départementaux de l'éducation nationale*, and whose activity is coordinated by the ► *Inspecteur/trice général/e de l'éducation nationale*. Abbreviation: IEN.

bodies are responsible for this monitoring, their names are not included (e.g. kuratorium in Poland). Staff who coordinate/manage the persons responsible for this monitoring and evaluation are included.

3. Staff providing guidance and teaching support

Educational support staff can be defined as all **qualified persons working with teachers/students/pupils to advise, evaluate, guide and assist** in the event of educational problems. Their support may take the form of **individual interviews** (on request) outside the classroom or may be given in organised meetings of students/teachers. They include **careers advisers, educational psychologists and specialists providing remedial teaching/support, etc.**

These staff are separate from those responsible for monitoring quality (who may have similar tasks) and from teaching assistants/auxiliary teaching staff working directly in the classroom (see Volume 3 of the Glossary). They may work within the institution or outside it (for example in counselling or training centres). They are directly or indirectly responsible to the Ministry of Education. This glossary does not cover medical staff, therapists (including speech therapists) or social services staff, or teachers who teach the mother tongue to pupils of immigrant origin, unless they provide extra support to pupils unable to follow classes. Social assistants responsible for emotional, personal and relationship problems are not included.

Besides characteristics common to all staff, the explanatory notes for this kind of staff also cover the following aspects:

- **place of provision of services**: school, advice centre, etc.;
- **type/method of support provided**: details of type (advice and guidance) and method of intervention (individual, classroom meetings, etc.);
- **regularity**: only on request or in the context of a planned timetable.

Sample explanatory note

Conseiller/ère psychopédagogique
Country: Belgium (French Community)
Level: Primary/lower/upper secondary
Explanatory note: Adviser in a *Centre Psycho-Médico-Social*. A university qualification as a psychologist (involving 5 years of study) is required for appointment to this post. These advisers are responsible for administering and managing the *Centre Psycho-Médico-Social*, and coordinating and providing leadership for its staff team. In some *Centres*, they may exercise responsibilities 'in the field'. They also evaluate the ▶ *Auxiliaire psychopédagogue*. The body which appoints advisers is the French Community or the body responsible for their institution *(pouvoir organisateur)*, depending on the sector to which the latter belongs. They are employed by the French Community. For status, see ▶ *Directeur/trice*.

Part I — Glossary

AA

Country: United Kingdom (W/NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Abbreviation of ▶ *Associate Assessor.*

Abteilungsvorstand/ständin

Country: Austria
Grammatical variants: Abteilungsvorstände/innen, Abteilungsvorständ*
Level: Upper secondary
Explanatory note: Head of a study department (for example electrical engineering and machine construction) in upper secondary technical and vocational schools and colleges *(berufsbildenden mittleren und höheren Schulen)*. To be appointed to this post, candidates have to be teachers *(Lehrer/in)* with at least 6 years of experience. In addition, they should have at least 3 years of practical experience in the specialised field offered by the school department concerned, together with experience of project management, and possess leadership skills and the ability to cooperate with the 'business' sector. Their main tasks are to organise, administer and direct the teaching activities of the department, as well as fulfilling teaching obligations of their own. Staff in this category have to report to the ▶ *Schulleiter/in* of their school. They are recruited on the basis of an open procedure in which vacant posts are advertised by the *Land* board of education in accordance with the civil service code *(Beamtendienstrechtsgesetz)*. The Ministry of Education then selects and appoints one candidate from the 3-name list established by the board. These staff are appointed for a single period of 4 years, and employed as civil servants with tenure or on a contractual basis by the federal government *(Bund)*. In case of good conduct the appointment becomes permanent. They are evaluated by the ▶ *Schulinspektor/in* attached to the *Land* board of education.

Academic Reviewer

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: General term for ▶ *Institutional Reviewer*, ▶ *Review Coordinator* and ▶ *Subject Specialist Reviewer.*

ACI

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Abbreviation of ▶ *Assistant Chief Inspector.*

Additional Inspector

Country: United Kingdom (E/W)
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Inspector who is seconded, or works under contract to *Office for Standards in Education* (OFSTED) in England or Estyn in Wales. These staff must have previous experience as managers or

senior managers in the relevant phase of education and must successfully complete a three-day training course. Those deemed suitable are added to the list of accredited inspectors. They inspect education provided for 16 to 19 year-olds and, in Wales, post-secondary and adult education students as part of an inspection team, generally under the leadership of one of ▶ *Her Majesty's Inspectors*. In England, they may also participate in inspections of primary and lower secondary education. They are recruited in accordance with an open competitive procedure and their main responsibilities include inspecting individual institutions or area-wide provision, contributing to inspection reports and to the development of inspection guidance and national debate in the area of specialisation. Arrangements for the performance evaluation of these inspectors are determined by OFSTED and Estyn. Abbreviation: AI.

Adjunct-directeur

Country: Netherlands
Grammatical variants: Adjunct-directeuren
Level: Lower/upper secondary
Explanatory note: Synonym for ▶ *Afdelingsdirecteur.*

Aðstoðarleikskólastjóri

Country: Iceland
Grammatical variants: Aðstoðarleikskólastjórar
Level: Pre-primary
Explanatory note: Staff member who assists and, in case of absence or other appropriate circumstances, may deputise for the ▶ *Leikskólastjóri* in municipally financed institutions providing pre-primary education *(leikskóli)*. The qualifications required are those of teachers at the same level *(leikskólakennara)*, but the selection process varies depending on the rules laid down by each municipality, which determines the precise recruitment procedure and period of appointment. The administrative, financial and educational responsibilities of staff in this category reflect those of the *leikskólastjóri*, and they also perform teaching activities. They are employed and appointed by the municipalities on the basis of an open recruitment procedure (applications/interviews), and have civil servant status. Their work is evaluated in accordance with methods of evaluation that have to be implemented by every educational institution.

Aðstoðarskólameistari

Country: Iceland
Grammatical variants: Aðstoðarskólameistarar
Level: Upper secondary
Explanatory note: Staff member who assists and, in case of absence or other appropriate circumstances, may deputise for the ▶ *Skólameistari* in an upper secondary education institution *(framhaldsskóli)* financed by central government. Staff in this category perform teaching activities to an extent that depends on the number of students at their school. They are selected on the basis of an open recruitment procedure (following advertisement of the vacancy), and appointed for a 5-year period by the *skólameistari* after prior consultation with the school board. For qualifications required and responsibilities, see skólameistari; for status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Aðstoðarskólastjóri

Country: Iceland
Grammatical variants: Aðstoðarskólastjórar
Level: Primary/lower secondary
Explanatory note: Staff member who assists and, in case of absence or other appropriate circumstances, may deputise for the ▶ *Skólastjóri* in a municipally financed compulsory education institution *(grunnskóli)*. The municipality is obliged to employ *aðstoðarskólastjóri* in schools with 12 members of staff or over. The tasks and duties of staff in this category are determined by the *skólastjóri* at the school concerned, although their teaching duties depend on the number of pupils. For qualifications required, see *skólastjóri*; for appointment, employer, status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Adviser

Country: United Kingdom (E/W/NI)
Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Officer who works in an advisory and support service in a *local education authority* (LEA) in England and Wales, or Education and *Library Board* in Northern Ireland. Staff in this category may specialise in pre-primary, primary or secondary education and/or in a particular subject area. They normally have substantial experience as a senior manager in a school, preferably as ▶ *Headteacher/Principal*, ▶ *Assistant Headteacher/Assistant Principal* or ▶ *Deputy Headteacher/Deputy Principal*. Their main responsibilities depend on the requirements of the employer and the post in question, but might include, for example, helping schools develop strategies to raise standards of education; providing advice, training and support to schools on aspects of curriculum development, teaching and learning; coordinating school improvement programmes across a number of schools; and identifying good practice in schools. They are recruited in accordance with an open competitive procedure and employed by the LEA/*Board* concerned, usually on a permanent contract. Arrangements for the performance evaluation of these staff are determined by the LEA/*Board*. Each local authority decides what posts to offer and designates its own job titles. Examples of other titles in use which cover similar functions include: *Inspector, School improvement officer, School standards officer*, etc. Promotion posts in England and Wales may include *Senior Adviser* and/or *Principal Adviser* and *Head of Advisory/Inspection Services*. Terms used in Northern Ireland include: *Specialist Adviser* and as promotion posts *Assistant Senior Education Officer* and *Senior Education Officer*.

Advisory Officer

Country: United Kingdom (NI)

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Synonym for ▶ *Advisory Teacher*.

Advisory Teacher

Country: United Kingdom (E/W/NI)

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Officer who is an experienced teacher working within the advisory and support service of a *local education authority* (LEA) in England and Wales, or *Education and Library Board* in Northern Ireland. These staff may specialise in pre-primary, primary or secondary education and/or in a particular subject area. Initial training is the same as for a *Classroom teacher*, but several years of successful teaching and leadership experience, for example as a *Subject leader*, and a high level of relevant knowledge are usually required. Their main responsibilities depend on the requirements of the employer and the post in question, but might include, for example, providing advice and support on curricula and assessment to *Classroom teachers*, developing and disseminating effective teaching strategies and providing in-service training. Staff in this category are recruited in accordance with an open competitive procedure and employed by the LEA/*Board* concerned, often on a fixed term contract or on secondment from a school. Arrangements for their performance evaluation are determined by the LEA/*Board* which also decides what posts to offer and designates its own job titles. Synonyms: *Consultant* (England and Wales), *Advisory Officer* and *Field Officer* (Northern Ireland).

Afdelingsdirecteur

Country: Netherlands

Grammatical variants: Afdelingsdirecteuren

Level: Lower/upper secondary

Explanatory note: School department coordinator at a general secondary education institution (VWO, HAVO or VMBO). Besides being responsible for the staff meeting on school reports, the persons appointed coordinate the activities of the *coördinerend docent*, ▶ *Mentor*, and ▶ *Decaan*, check the list of absentees and keep in touch with parents. They implement the educational policy and management tasks of their school and are also managers of a particular school level (VWO, HAVO or VMBO) and members of the school

management team. For information on qualifications, recruitment, appointment, employer, status and evaluation, see ▶ *Directeur*. Synonym: *Adjunct-directeur.*

AHT

Country: United Kingdom (SC)
Level: Primary/lower/upper secondary
Explanatory note: Abbreviation for ▶ *Assistant headteacher*.

AI

Country: United Kingdom (E/W/NI)
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Abbreviation for ▶ *Additional Inspector* in England and Wales and of ▶ *Associate Inspector* in Northern Ireland.

Algemeen directeur/trice

Country: Belgium (Flemish Community)
Grammatical variants: Algemeen directeurs/trices
Level: Primary/lower/upper secondary/tertiary
Explanatory note:

- General director of a school group *(scholengroep)*, an intermediate-level body which brings together and exercises executive authority over all schools within a certain geographical area, which are administered by the *Gemeenschapsonderwijs* (the authority for 'Community Education') acting on behalf of the Flemish Community. School groups are intended to encourage closer cooperation between Community primary and secondary schools in an attempt to offer more consistently coordinated provision of multi-sectoral general, technical, and vocational education. The responsibilities of *algemeen directeur/trice* are conferred on the ▶ *Directeur/trice* of a school within the group. These general directors exercise decision-making and managerial authority on behalf of the group, subject to confirmation by its administrative body *(raad van bestuur)*, and are also authorised to take action in case of emergency. They are appointed and evaluated by the *raad van bestuur* which determines their period of office and may terminate it on the basis of a simple majority vote. They are employed by the Flemish Community.
- Head of an institution providing grant-aided education, whose administrative body is responsible for schools enrolling at least 2000 pupils in all.
- Head of a tertiary education institution *(hogeschool)*, who is responsible for its management, including decisions on the use of funds, the quality of its material environment and the appointment of its staff. The qualifications required are those of a teacher *(docent/e)* at the *hogeschool* concerned. Persons occupying the post, who are exempt from teaching activity, are appointed from among the regular teaching staff of the institution by its board of directors, in most cases on the basis of an open recruitment procedure, and employed by its administrative body *(raad van bestuur)*. Employment in either the public or grant-aided private sector may be subject to civil or labour legislation and thus either statutory or contractual.

Anaplirotis kosmitoras (Αναπληρωτής κοσμήτορας)

Country: Cyprus
Grammatical variants: Anaplirotes kosmitores, anaplirot* kosmitor*
Level: Tertiary
Explanatory note: Deputy to the ▶ *Kosmitoras* at the university *(panepistímio)*. Persons who occupy this position must be a professor *(kathigitis/tria)* or an associate professor in their department and take over fully from the *kosmitoras* if the latter is absent, unavailable or resigns. For information on recruitment, appointment (with the difference that initial appointment is for 3 years), employer and status, see ▶ *Prýtanis.*

Antiprýtanis (Αντιπρύτανης)

Country: Cyprus
Grammatical variants: Antiprytanis, anti-pritan*
Level: Tertiary
Explanatory note: Deputy to the ▶ *Prýtanis* at the university *(panepistímio)*. In addition to

their teaching activity (as a *kathigitis/tria*), the persons concerned take over fully from the *prýtanis* if the latter is absent, unavailable or resigns. For information on qualifications, recruitment, appointment, employer, and status, see *prýtanis.*

Apulaisjohtaja

Country: Finland
Grammatical variants: Apulaisjohtajat, apulaisjohtaj*
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Assistant manager at a compulsory *(peruskoulu)*, secondary *(ammatillinen oppilaitos)*, or tertiary education institution, *(ammattikorkeakoulu* or *yliopisto)*, who acts as a substitute for ▶ *Johtaja* when needed. Those appointed usually have managerial duties of their own, depending on the regulations of the institution concerned. For full information, see *johtaja*. Swedish term: *Biträdande chef*.

Apulaisrehtori

Country: Finland
Grammatical variants: Apulaisrehtorit, apulaisrehtor*
Level: Primary/lower/upper secondary
Explanatory note: Deputy head at a compulsory *(peruskoulu)* or secondary education institution (*lukio,* or *ammatillinen oppilaitos*), including the relevant adult education institutions, who assists the ▶ *Rehtori* in managing the institution concerned. Although no special training is required for the post, the person appointed is normally a qualified teacher (*luokanopettaja* or *lehtori* (+)) with some teaching experience. The duties and teaching activities of deputy heads vary from one institution to the next (its size and type, etc.), and there is no national legislation governing recruitment procedures. They are normally appointed by the *rehtori* in accordance with the regulations of the educational provider, and employed as teachers by the local authority or a private maintaining body, either as civil servants or on a contractual basis. They are evaluated in the course of overall evaluation of the institution by the educational provider. Swedish term: *Biträdande rektor*.

Area coordinator

Country: Malta
Level: Upper secondary
Explanatory note: Member of the academic staff of an upper secondary education institution for which the University of Malta is responsible *(junior college)*, who coordinates the general management of an area of studies. These coordinators are appointed by the council of the university for a fixed period renewable, on the recommendation of the *board of the junior college* after hearing a report by the ▶ *Principal* on his or her consultations with the subject coordinators concerned. For information on employer, status and evaluation, see ▶ *Rector*; for qualifications, see ▶ *Dean*.

Assistant Chief Inspector

Country: Ireland
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Senior inspector working within the management group of the inspectorate of the Department of Education and Science (DES) under the supervision of ▶ *Chief inspector*. The person who occupies the post manages one of the business units of the inspectorate, which involves oversight and evaluation of the work of a number of ▶ *Inspectors* and/or *senior/divisional inspectors*. Appointment to this grade is by competition from among experienced *senior/divisional inspectors* and *inspectors* (normally with a minimum of 3 years' service as an *inspector*). For information on employment and status, see *inspector*.

Assistant Chief Inspector

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: A permanent professional inspector in the *Education and Training Inspectorate* (ETI). These staff must have the following qualifications: a university degree and qualified *teacher* or *lecturer* status; at least 7 years' experience of teaching, lecturing or training; at least 5 years of experience, within the 8 years immediately

prior to appointment, of inspection of education and/or training provision; and experience, within the 3 years immediately prior to appointment, of influencing, monitoring and evaluating education and/or training policy. The *Assistant Chief Inspectors* provide advice to relevant government departments, oversee the inspection process, evaluate, assess and report upon the work of institutions, and work to help ensure that inspection leads to improvement in learning and teaching, and the standards achieved. They also inform and advise government departments on current policy, contribute to the development of future education and training policies and influence education and training strategies. Finally, they encourage the improvement of developments throughout the education and training system and, in particular, promote the use of self-evaluation as an improvement methodology. These inspectors are recruited in accordance with an open competitive procedure by the Department of Education and employed as civil servants. Performance evaluation procedures are determined by the *Inspectorate*. Abbreviation: ACI.

Assistant Director

Country: United Kingdom (E/W/NI)
Level: Upper secondary/post-secondary/tertiary
Explanatory note: Synonym for ▶ *Assistant Principal* in further and higher education institutions.

Assistant head of school

Country: Malta
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Assistant to the ▶ *Head of school* at a pre-primary, primary or secondary education institution *(kindergarten centre, primary school, junior lyceum, secondary school, boys'/girls' school, junior college, higher secondary school)*. The qualifications required are those of a *teacher* (+) at the appropriate level with at least 10 years of teaching experience. These assistants, who are exempt from teaching duties, support and deputise for the *head of school* in the management of its human, physical and financial resources and offer professional support to teachers. For information on appointment, employer, status and evaluation, see *head of school* (bearing in mind the difference that these staff are recruited from among *teachers* who have completed 10 years in service, as noted above).

Assistant Headteacher

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Assistant to the ▶ *Headteacher* (and to the ▶ *Deputy Headteacher* in some schools) who is a qualified teacher appointed to assist in the management and administrative responsibilities involved in running a school. Staff in this category are often appointed in larger *primary* or *secondary schools* where there may be two or more *Assistant Headteachers* responsible for managing different parts of the school or different aspects of its work. No specific additional qualification is required for appointment but candidates may also hold postgraduate qualifications or higher degrees (a *Master's degree* or *Doctorate*). Those newly appointed normally have a number of years of teaching and management experience as ▶ *Head of Key Stage* or ▶ *Head of Department*. Their responsibilities are determined by the school but, in general, they assist the *Headteacher* in providing leadership, development planning and performance management, managing and organising staff and resources, managing the curriculum and promoting good relations with parents and the community. They usually have some teaching duties (particularly in primary schools). These staff are recruited in accordance with an open competitive procedure and employed either by the school governing body or the *local education authority*, depending on the type of school. They are considered to be public employees usually with permanent contracts. Performance evaluation is normally carried out by the *Headteacher*. Equivalent post in Northern Ireland ▶ *Assistant Principal.*

Assistant headteacher

Country: United Kingdom (SC)

Level: Primary/lower/upper secondary
Explanatory note: Assistant to the ▶ *Headteacher* in primary, lower or upper secondary education *(primary, secondary/ comprehensive school)*, including special education institutions. Large schools have more than one *assistant headteacher* who is likely to have teaching as well as management responsibilities. For information on qualifications, recruitment, employer, appointment, status and evaluation, see *headteacher*. Abbreviation: AHT. The post of AHT ceased to exist in April 2002 following a change in career structure for all teachers employed in local authority schools in Scotland.

Assistant Principal

Country: United Kingdom (E/W/NI)
Level: All levels
Explanatory note:
- In Northern Ireland schools, post equivalent to the ▶ *Assistant Headteacher* in England and Wales. These staff are employed by the school *Board of Governors* or the *Education and Library Board*, depending on the type of school. For full information, see *Assistant Headteacher*.
- In further and higher education institutions, assistant to the ▶ *Principal* (and to the ▶ *Vice-Principal* in some institutions). Responsibilities, recruitment, and employment arrangement are similar to *Vice-principal*. Synonym: *Assistant Director*.

Assistant principal

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Assistant to ▶ *Principal*. For all information, see *principal*. Staff in this position may serve for a limited number of years.

Assistant principal teacher guidance

Country: United Kingdom (SC)
Level: Lower/upper secondary
Explanatory note: Assistant to ▶ *Principal teacher guidance* in a lower or upper secondary education institution *(secondary/ comprehensive school)*. For information on qualifications, recruitment, employer, appointment, status and evaluation, see *principal teacher guidance*. From April 2002, this post ceased to exist following a change in career structure for all teachers employed in local authority schools in Scotland.

Associate Assessor

Country: United Kingdom (W/NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note:
- In Wales, an *Associate Assessor* is a serving *teacher* in an educational institution, who is specially trained to join an inspection team and act as a peer assessor. These staff make a substantial contribution to inspections and benefit in terms of their own professional development. They are not paid for this work although they receive expenses for travel and subsistence.
- In Northern Ireland, where these staff are also serving teachers, a pilot programme for them has been in operation and is likely to become mainstream. They support the ▶ *Reporting Inspector* during an inspection and may take a lead/supporting role in making observations and evaluations of learning and teaching. They are recruited in accordance with an open competitive procedure by the *Education and Training Inspectorate* (ETI) for which they work two weeks of the year.

Abbreviation: AA.

Associate Inspector

Country: United Kingdom (NI)
Level: Upper secondary/post-secondary
Explanatory note: An inspector of vocational training who is part of a team led by an established member of the *Education and Training Inspectorate* (ETI) in Northern Ireland. These staff must have the following qualifications: a first degree (normally a *Bachelor's degree*); a teaching qualification; 7 years of experience in employment, within the 10 years immediately prior to appointment, not less than 5 of which must be in teaching or training in basic skills or key skills in communications; and knowledge of work-based training and an associated qualification. Their responsibilities include

inspecting organisations delivering publicly-funded training and liaising with officers in the *Department for Employment and Learning*; evaluating training provision by means of surveys, inspections and routine visits of individual establishments or as part of a more general survey; encouraging innovation and ensuring that resources are used effectively and efficiently and result in high levels of achievement; and evaluating the nature, scope and effectiveness of induction and in-service training of staff in individual establishments. These inspectors are recruited in accordance with an open competitive procedure by the *Department of Education* and employed by it on a 2-year fixed contract or secondment. Performance evaluation arrangements of these staff are determined by the ETI. Abbreviation: AI.

Associate Principal

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Senior manager in some tertiary education institutions (*college of further* or *higher education, university, university college*). For all information, see ► *Principal*.

Aufseher-Erzieher

Country: Belgium (German-speaking Community)
Grammatical variants: Aufseher-Erzieher/innen, Aufseher-Erzieher*
Level: Lower/upper secondary
Explanatory note: Synonym of ► *Erzieher/in*.

Aukštesniosios mokyklos direktorius/orė

Country: Lithuania
Grammatical variants: Aukštesniųjų mokyklų direktoriai/orės
Level: Tertiary
Explanatory note: Head of an institution providing tertiary college-level education *(aukštesnioji mokykla)*. The qualifications required are a tertiary education diploma in teacher training or in the subject area of the institution concerned, and at least 5 years of experience in teaching or a career in research or industry. The responsibilities of those appointed comprise administrative, financial and educational tasks, the organisation of studies, teacher recruitment, ensuring that teachers take part in in-service training, and other aspects of human resources management. For information on appointment, employer and evaluation, see ► *Profesinės mokyklos direktorius/orė*; for recruitment, teaching activities and status, see ► *Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė*.

Auxiliaire psychopédagogue

Country: Belgium (French Community)
Level: Primary/lower/upper secondary
Explanatory note: Staff member in a *Centre Psycho-Médico-Social*. For appointment to this post, the qualifications of 'vocational guidance assistant' *(assistant en orientation professionnelle)* or 'psychology assistant' *(assistant en psychologie)*, both of which involve three years of study at non-university tertiary level, are required. Staff in this category work jointly with other staff at the centre *(assistants sociaux, infirmières sociales)* and are responsible for guiding the education of pupils. The body which appoints them is the French Community or the body responsible for their institution *(pouvoir organisateur)*, depending on the sector to which the latter belongs. They are employed by the French Community. For status, see ► *Directeur/trice*. They are evaluated by the ► *Conseiller/ère psychopédagogique.*

Avdelingsleder

Country: Norway
Grammatical variants: Avdelingslederen, avdelingsledere, avdelingslederne
Level: Upper secondary/tertiary
Explanatory note:

- Head of an upper secondary education institution *(videregående skole)*, although the term is used only in certain institutions of this kind. The qualifications required for the post are those of a teacher *(adjunkt, faglærer, lektor)*, and the person who occupies it is employed on the same basis, but with additional management responsibilities. These heads may be recruited internally from among the staff of

their school or by public advertisement. For information on status and evaluation, see ▶ *Rektor*.

• Head of a faculty or department at a tertiary education institution. The title can be used interchangeably with ▶ *Dekan*. For further information, see *dekan*.

B b

Bendrojo lavinimo mokyklos direktorius/orė

Country: Lithuania
Grammatical variants: Bendrojo lavinimo mokyklu direktoriai/ores
Level: Primary/lower/upper secondary
Explanatory note: Head of a lower *(pagrindinė mokykla)* or an upper secondary education institution *(vidurinė mokykla)*, wich may operate as a separate establishment or in conjunction with *pradinė mokykla* or *gimnazija*. The qualifications required are a university-level diploma in teacher training and at least 3 years of teaching experience. For information on responsibilities, recruitment, appointment, employer, status and evaluation, see ▶ *Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė*.

Berater/in in einem PMS-Zentrum

Country: Belgium (German-speaking Community)
Grammatical variants: Berater/innen, Berater*
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Educational psychologist in a learning guidance and support center *(Psycho-Medizinisch-Soziales Zentrum - PMS-Zentrum)*, who is responsible for advising pupils, parents and teachers, providing school counselling and guidance and, where necessary, vocational guidance. These counsellors conduct a variety of school tests and determine the specialised teaching requirements of pupils with special educational needs or those with learning difficulties. A university degree in psychology and/or education, or in the field of vocational guidance and recruitment (involving 5 years of study) is required for appointment to these posts for which recruitment is based on an open procedure. In the Community *PMS-Zentrum*, the counsellor is appointed by the Minister after completing a temporary period of employment and a year-long placement; in the provincial *PMS-Zentrum*, which is responsible for schools administered by the municipalities, the person concerned is appointed by the permanent delegation of the Liège provincial council and, in the *PMS-Zentrum* for the grant-aided private sector, the prospective post-holder is initially employed on a temporary contract and then – assuming a position is vacant – on a permanent contract signed by the representative of the school administrative body (generally the president of a private association). The permanent contracts of staff in all grant-aided *PMS-Zentren* are approved by the Ministry of the German-speaking Community. In the case of public-sector provision, counsellors are assessed by the ▶ *Direktor/in eines PMS-Zentrums*. For the employer, see ▶ *Erzieher/in*.

Beroepskeuzeadviseur

Country: Netherlands
Grammatical variants: Beroepskeuzeadviseurs
Level: Tertiary
Explanatory note: Careers adviser for students at a tertiary education institution

(universiteit, hogeschool) who require expert advice about appropriate study decisions regarding their future careers. These advisers provide support in the form of individual talks, courses (on applications), workshops and job fairs. The qualifications required are a university degree or higher professional education degree in *personeel en arbeid* (personnel policy and human resources). For information on recruitment, appointment, employer and status, see ▶ *Studentendecaan*. Synonym: *Loopbaanadviseur.*

Berufsberater/in

Country: Liechtenstein
Grammatical variants: Berufsberater/innen, Berufsberater*
Level: Lower/upper secondary/tertiary
Explanatory note: Vocational counsellor at a secondary, or tertiary education institution *(Oberschule, Realschule, Gymnasium, Freiwilliges Zehntes Schuljahr, Berufsmittelschule)*, who guides students when deciding on their preferred career. Counsellors, who hold a diploma in careers guidance or psychology, are appointed in accordance with an open recruitment procedure and employed by the government as civil servants.

Berufsschuldirektor/in

Country: Austria
Grammatical variants: Berufsschuldirektoren/innen, Direktor*
Level: Upper secondary
Explanatory note: Head of a *Berufsschule*. For full information, see ▶ *Volksschuldirektor/in*. General terms: *Direktor/in, Schulleiter/in*.

Berufsschulinspektor/in

Country: Austria
Grammatical variants: Berufsschulinspektoren/innen, Berufsschulinspektor*
Level: Upper secondary
Explanatory note: School inspector at a *Berufsschule*. For full information, see ▶ *Schulinspektor/in*.

Bezirksschulinspektor/in

Country: Austria
Grammatical variants: Bezirksschulinspektoren/innen, Bezirksschulinspektor*
Level: Primary/lower/upper secondary
Explanatory note: District school inspector for compulsory general education *(Volkschule, Hauptschule, Sonderschule, Polytechnische Schule)*. For full information, see ▶ *Schulinspektor/in*.

Bildungsberater/in

Country: Austria
Grammatical variants: Bildungsberater/innen, Bildungsberater*
Level: Upper secondary
Explanatory note: Member of staff who provides counselling at a *berufsbildende höhere Schule* (BHS) and at a *berufsbildende mittlere Schule* (BMS). For full information, see ▶ *Schülerberater/in*.

Biträdande chef

Country: Finland
Grammatical variants: Biträdande chefer
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Swedish term for ▶ *Apulaisjohtaja*.

Biträdande rektor

Country: Finland
Grammatical variants: Biträdande rektorer
Level: Primary/lower/upper secondary
Explanatory note: Swedish term for ▶ *Apulaisrehtori*.

Biträdande rektor

Country: Finland
Grammatical variants: Biträdande rektorer
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Swedish term for ▶ *Vararehtori*. Synonyms in Swedish: *Vice rektor, Prorektor*.

Biträdande rektor

Country: Sweden
Grammatical variants: Biträdande rektorer
Level: Primary/lower/upper secondary
Explanatory note: Deputy to the ▶ *Rektor* (school level) at a *grundskola, gymnasieskola* or *kommunal vuxenutbildning*. The persons appointed, who normally have no teaching duties, carry out tasks in the areas of

administration, personnel or finance, depending on the internal division of responsibilities in the school concerned. The municipality that appoints them specifies the local requirements which normally include a degree in teaching, combined with management skills. For further information on qualifications, recruitment, employer, status and evaluation, see *rektor* (school level). General term: *Skolledare*. Former term: *Studierektor*, still in use in some schools.

Børnehaveklasseleder

Country: Denmark
Grammatical variants: Børnehaveklasseledere
Level: Pre-primary

Explanatory note: Head of pre-primary education classes *(børnehaveklasser)*. Staff in this category, who must have the qualifications of a *pædagog* or *folkeskolelærer*, are responsible for class activities but have no managerial or administrative tasks, which are handled by the bodies that run the school. They are appointed on the basis of an open recruitment procedure and employed, with a status similar to that of civil servants, by the municipalities or counties in the public sector, or self-governing institutions in the private sector. Staff are employed on a group contract basis and are subject to no individual evaluation procedure.

Careers Adviser

Country: United Kingdom (E/W/NI)
Level: Lower/upper secondary/post-secondary/tertiary
Explanatory note: Adviser who helps young people and adults make decisions about career goals and education and training pathways. Initial qualifications include a first degree (usually a *Bachelor's degree*) in any discipline, although psychology or education is preferred by some employers. Subsequently, a qualification in careers guidance, approved by the *Institute of Career Guidance* must be obtained. These qualifications are offered through postgraduate diplomas or Master's degrees by certain tertiary education institutions. An alternative route to qualification is through the *National Vocational Qualification in Careers Guidance* which may be obtained while working in the field. Main responsibilities depend on the post but generally include interviewing and counselling, administering psychometric tests, researching information on occupations and the labour market, liaising with employers, education institutions and training providers, taking classes, leading group discussions and making presentations. These staff are recruited in accordance with an open competitive procedure and may be employed by local companies or partnerships which operate under contract to the government, by schools, further education institutions (upper secondary and adult education) and tertiary institutions. Performance evaluation arrangements are determined by the employer. Employers are free to decide what posts to offer and the job titles used. Promotion posts may include the title *Senior* and/or *Principal*. Synonyms: *Careers Counsellor* and *Vocational Counsellor*.
Note: In England, the newly established *Connexions* service brings together a range of existing services such as careers services, youth services and other statutory and voluntary services for young people to create an integrated and coherent service providing information, advice and guidance. *Connexions* staff working with young people are known as *Personal Advisers* and may have a different background and qualifications to traditional *Careers Advisers*.

Careers adviser

Country: United Kingdom (SC)
Level: Lower/upper secondary/tertiary
Explanatory note: Adviser of the *Careers Scotland* organisation working with pupils in lower and upper secondary education *(secondary/comprehensive schools)* and tertiary education institutions (*college of further* or *higher education, university, university college*). These careers advisers are required to have a *Diploma in Careers Guidance* (DipCG) or *Scottish Vocational Qualification* (SVQ) level 4 in guidance or a *Qualification in Careers Guidance* (QCG). They provide comprehensive, informed and impartial advice and guidance on training and employment opportunities to young people in secondary and tertiary education. They are recruited by *Careers Scotland* through open competition and are employed on the basis of

a permanent contract by *Scottish Enterprise* or *Highlands and Islands Enterprise*.

Careers advisor

Country: Ireland
Level: Tertiary
Explanatory note: Advisor at a tertiary education institution *(university, teacher training college, technical college)*, who provides vocational and educational guidance to students. Generally a first degree and relevant postgraduate degree, as well as professional experience, are the minimum qualifications for the position. For information on recruitment, appointment, employer and status, see ▶ *Director*.

Careers Counsellor

Country: United Kingdom (E/W/NI)
Level: Lower/upper secondary/post-secondary/tertiary
Explanatory note: Synonym for ▶ *Careers Adviser*.

CCI

Country: United Kingdom (E)
Level: Pre-primary
Explanatory note: Abbreviation of ▶ *Childcare Inspector*.

CEO

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Synonym for ▶ *Chief Education Officer*.

Chair of Governors

Country: United Kingdom (E/W/NI)
Level: All levels
Explanatory note: Chairperson of an educational institution's governing body who has a key role in the management of a school or further or higher education institution working closely with the ▶ *Headteacher* or ▶ *Principal*. For full information, see ▶ *Governor*.

Chef

Country: Finland
Grammatical variants: Chefer
Level: Tertiary
Explanatory note: Swedish term for ▶ *Johtaja.*

Chief Education Officer

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of the education service at *local education authorities* (LEAs). In most authorities, the *Chief Education Officer* leads the education service. However, changes to the structure of local authorities mean that, in some authorities, education may be part of a broader department which includes other services such as culture and leisure or a department devoted specifically to children's services. They may, in some authorities, lead such a department or may report to a *Director* who has training and experience in another field. Many of them have experience as senior teachers and subsequently as senior managers within an LEA. No specific additional qualifications are required but they may have undertaken post graduate qualifications or higher degrees (*Master's degree* or *Doctorate*). They must have good management and leadership skills. Recruitment is by an open competitive procedure. They are considered to be public employees, employed by the local education authority usually on a permanent contract. Performance evaluation arrangements are decided by the local authority. Their main responsibilities are to provide advice to elected councillors; ensure that the LEA is carrying out its statutory functions, for example, securing sufficient school places; promoting high standards in education; monitoring schools to help them to improve their performance; and advising schools on the recruitment appointment and dismissal of staff. The equivalent term in Northern Ireland: *Chief Executive*. Abbreviation: CEO. Synonym: *Director of education*.

Chief Executive

Country: United Kingdom (E/W/NI)
Level: Upper secondary/post-secondary/tertiary
Explanatory note:

- Synonym for ▶ *Principal* used in some *further* and tertiary education institutions.
- In Northern Ireland, equivalent term to ▶ *Chief Education Officer* but employed by *Education and Library Boards*.

Chief Executive

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Synonym for ▶ *Principal* if employed by a *college of higher education/university*.

Chief inspector

Country: Ireland
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of the inspectorate division of the Department of Education and Science (DES), who is responsible for the management and administration of the inspectorate and supervision of the work of ▶ *Deputy chief inspector* and ▶ *Assistant chief inspector*. Candidates for this position, who have to have reached *assistant chief inspector* level at least, are appointed by the Minister of Education and Science on the basis of a competitive procedure. For information on employment and status, see ▶ *Inspector*.

Chief Inspector

Country: United Kingdom (E/NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note:

- In Northern Ireland, head of the *Education and Training Inspectorate* (ETI). The person appointed must have a first degree (normally a *Bachelor's degree*) and eligibility to teach, at least 10 years' experience of teaching and/or educational administration, at least 5 years' experience within the last 8 years of inspection of education or inspection of education and training provision, and 2 years of experience at senior management level. The responsibilities of the *Chief Inspector* include promoting high standards of learning and teaching, and acting as the principal professional adviser on education and training to the relevant government departments and to ministers on all aspects of quality and standards in education and training provision. Recruited in accordance with an open competitive procedure and employed by the Department of Education with civil servant status, the Chief Inspector sets the framework within which the ETI's strategic and business plans are constructed. The work of the inspectorate is subject to the scrutiny of the Northern Ireland Assembly. Abbreviation: CI.
- In England, head of the *Adult Learning Inspectorate* (ALI) set up under the Learning and Skills Act 2000. Appointed by the ALI in accordance with an open recruitment procedure, the *Chief Inspector of Adult Learning* performs a similar role with respect to adult education and training as ▶ *Her Majesty's Chief Inspector*.

Chief officer

Country: Ireland
Level: Tertiary
Explanatory note: Head of a university, whose responsibility is to manage and direct the institution in its academic, administrative, financial, personnel and other activities. The *chief officer* is also the accounting officer in respect of public funds provided for the university. No particular requirements are set down for appointment to the position, and each university is responsible for its own process of recruitment and selection. Those who occupy the post are appointed by the governing authority of the university, and accountable to it. They are employed by the university with civil servant status. Synonym: *President of the University*.

Childcare Inspector

Country: United Kingdom (E)
Level: Pre-primary
Explanatory note: Inspector who, with effect from September 2002, regulates and inspects childcare (including that provided by childminders) for children aged under 8 and nursery education in publicly-funded private and voluntary settings. There is no formal entry qualification but *Childcare Inspectors* are normally recruited from experienced childcare workers or teachers of pre-primary education. Their main responsibilities include

ensuring that providers satisfy the national standards for childcare; assessing the effectiveness of the provision of nursery education with particular reference to children's progress in achieving the 'early learning goals'; writing inspection reports; and providing oral feedback to staff about the results of the inspection. *Childcare Inspectors* are recruited in accordance with an open competitive procedure by *Office for Standards in Education* (OFSTED) which employs them as home-based workers usually on permanent contracts. Performance evaluation arrangements are determined by OFSTED. Abbreviation: CCI.
Note: The inspection of nursery education in private and voluntary settings was previously carried out in England by ► *Registered Nursery Inspectors.*

CI

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Abbreviation of ► *Chief Inspector*.

Conseiller/ère d'orientation-psychologue

Country: France
Level: Lower/upper secondary
Explanatory note: Staff member within a *centre d'information et d'orientation* (CIO), who provides information on courses and professional occupations for the benefit of pupils/students and their families. The competitive recruitment examination is open to those who hold a *licence* in psychology or its equivalent. Candidates whose performance is successful are appointed as *conseillers d'orientation-psychologues stagiaires* on an order from the Ministry of Education. They undertake a remunerated two-year placement, on satisfactory completion of which those who have passed the examination for the state qualification of *conseiller d'orientation-psychologue* are granted a tenured position by the *recteur d'académie* (responsible for the regional activities of the Ministry) in which they have completed the placement. They are state employees with civil servant status. They are evaluated by the inspectorate and CIO director concerned. Abbreviation: COP.

Conseiller/ère principal/e d'éducation

Country: France
Level: Lower/upper secondary
Explanatory note: Staff member within a *collège* or *lycée* who is responsible for organising (out-of-class) communal activities relevant to the curriculum and, with teachers, for monitoring pupils. Recruitment is either from a list of qualified candidates, in the case of *conseillers d'éducation* (an occupational category now being phased out) who satisfy certain seniority requirements, or by competitive examination open to those with a licence or its equivalent. Candidates may prepare for the examination in an *institut universitaire de formation des maîtres* (IUFM). Those whose performance is successful are appointed *conseillers principaux d'éducation stagiaires* and progress to the second year of the IUFM in which they receive remunerated professional training lasting a year. They are appointed to an *académie* (region) by the Minister of Education and allocated to a school by the *recteur d'académie* (responsible for the regional activities of the Ministry). Those who have satisfied the requirements of the placement obtain the *certificat d'aptitude aux fonctions de conseiller principal d'éducation* and are granted a tenured position by the *recteur* of the *académie* in which they undertook the placement. Staff in this category are state employees with civil servant status. They are evaluated by the ► *Inspecteur/trice d'académie-inspecteur/trice pédagogique régionale* and the school head concerned. Abbreviation: CPE.

Conseiller/ère psychopédagogique

Country: Belgium (French Community)
Level: Primary/lower/upper secondary
Explanatory note: Adviser in a *Centre Psycho-Médico-Social*. A university qualification as a psychologist (involving 5 years of study) is required for appointment to this post. These advisers are responsible for administering and managing the *Centre Psycho-Médico-Social*, and coordinating and providing leadership for its staff team. In some *Centres*, they may exercise responsibilities 'in the field'. They also

evaluate the ▶ *Auxiliaire psychopédagogue*. The body which appoints advisers is the French Community or the body responsible for their institution *(pouvoir organisateur)*, depending on the sector to which the latter belongs. They are employed by the French Community. For status, see ▶ *Directeur/trice*.

Consigliere di orientamento

Country: Italy
Grammatical variants: Consiglieri di orientamento
Level: Lower/upper secondary
Explanatory note: Guidance counsellor at an institution for lower secondary education *(scuola media)* or upper secondary education *(istituti, licei)*. Staff in this category are permanently employed schoolteachers *(insegnante di scuola media, insegnante di scuola secondaria superiore)* who may be selected by the teachers' assembly *(consiglio dei docenti)* at each school and appointed by the ▶ *Dirigente scolastico*, on condition that the assembly has formally identified the counselling provided as among the voluntary remunerated non-teaching activities which teachers may perform. These counsellors are employed by the State and, in public-sector schools, have civil servant status. They are evaluated by the dirigente scolastico and the *consiglio dei docenti*.

Consultant

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Synonym for ▶ *Advisory Teacher*.

Coordinador/a de ciclo

Country: Spain
Grammatical variants: Coordinadores/as
Level: Pre-primary/primary
Explanatory note: Coordinator of a specific stage, or level, of education in a pre-primary or primary level institution *(escuela infantil, colegio de educación primaria)*. The role of these coordinators is to encourage teamwork among teachers and guarantee consistent and systematic action on the part of those in charge of teaching and learning. They have to be qualified teachers and pursue their normal teaching activity as *maestros/as*. They are selected and appointed from among the permanent teachers working at the appropriate level in the school concerned, by its ▶ *Director/a* on the basis of a recommendation by the ▶ *Jefe/a de estudios*. Although vacancies for coordinators may be temporarily covered by interim teachers, those appointed must normally be civil servants. For information on recruitment, appointment, employer and evaluation, see *director/a* (school level).

Coördinerend docent

Country: Netherlands
Grammatical variants: Coördinerende docenten
Level: Lower/upper secondary
Explanatory note: Member of staff in a secondary education institution (VWO, HAVO or VMBO) who guides and coordinates the work of teachers at the corresponding school level. While continuing to work mainly as teachers themselves (as *leraar voortgezet onderwijs*, etc.) to an extent determined by the school concerned, staff in this position contribute to educational innovation in teaching methodology and content as regards a particular subject or section of the school curriculum. They are employed and evaluated by the governing body of the school *(bevoegd gezag)* which, in practice, normally means the ▶ *Directeur* who chairs it. For information on qualifications, recruitment, appointment, employer, and status, see *directeur*.

Coördinerend Inspecteur

Country: Netherlands
Grammatical variants: Coördinerende Inspecteurs
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Member of staff in the inspectorate of education *(inspectie van het onderwijs)* who is in charge of coordinating the work of a group of 10 ▶ *Inspecteurs* in the relevant sector in a certain region. The persons appointed manage inspectoral projects, edit reports and supervise a smaller number of schools, while remaining in touch

with day-to-day educational practice. Each sector consists of a number of inspectors with support staff and the tertiary education sector also includes an appropriately staffed academic department. For information on qualifications, recruitment, appointment, employer and status, see ▶ *Hoofdinspecteur*.

COP

Country: France
Level: Lower/upper secondary
Explanatory note: Abbreviation of ▶ *Conseiller/ère d'orientation-psychologue*.

Course Manager

Country: United Kingdom (E/W/NI)
Level: Upper secondary/post-secondary
Explanatory note: Other term used for ▶ *Programme Manager*.

Course tutor

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Synonym for ▶ *Guidance Tutor*.

CPE

Country: France
Level: Lower/upper secondary
Explanatory note: Abbreviation of ▶ *Conseiller/ère principal/e d'éducation*.

D d

Dean

Country: Malta
Level: Tertiary
Explanatory note: Head of a faculty at the University of Malta, who is responsible for general administration, academic activity and supervision of the faculty concerned. Candidates for this post, who must have the title of *doctor*, have to be faculty members approved by the *council of the university*. The dean is elected for a definite period from among the academic staff of the faculty. For information on employer, status and evaluation, see ▶ *Rector*. Synonym: *Head of Faculty*.

Dean

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Head of a university school or faculty. A record of successful academic leadership and management at senior level is normally required. Persons appointed to this position provide academic leadership for teaching and research staff in the faculty and may have some university-wide responsibilities. At some universities, they devote their whole time to faculty business and do not teach while in office whereas, at others, they may have a reduced teaching commitment. Although recruitment is generally in accordance with an open competitive procedure, in some institutions the post of *Dean* rotates among senior teaching members of the departments within the faculty, the term of office lasting for one, two or possibly three years. The person appointed is employed by the university, which decides all terms and conditions of service, including any arrangements for performance evaluation. The *Dean* may also hold the title of ▶ *Professor* or ▶ *Pro-Vice-Chancellor*. Related term used in some institutions: *Head of Faculty*.

Dean

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Senior academic administrator at a tertiary education institution *(college of higher education, university, university college)*. Those appointed to the post provide academic leadership for a faculty or department at the institution concerned. They are involved in the appointment and promotion of staff and may hold their post for a fixed number of years. Although the appointment of deans may be temporary, they are employed by their institution on the basis of a permanent contract and have the same qualifications as its teaching staff. They are appointed from within an institution by the ▶ *Principal* and may still continue to teach. For information on evaluation, see *principal*.

Decaan

Country: Netherlands
Grammatical variants: Decanen
Level: Lower/upper secondary/tertiary
Explanatory note:

- Adviser who guides pupils and their parents when the former have to choose an appropriate course of study or form of vocational preparation at a general secondary education institution (MAVO, HAVO or VMBO). Advisers help pupils or students to choose examination subjects that match their preferences regarding senior secondary vocational education (MBO), tertiary vocational education (HBO) or university *(universiteit)*, or for their direct entry to adult working life. They also provide information about financial assistance for students and study abroad and, while maintaining their own teaching activity, guide the activities of teachers and ► *Mentor*. For information on qualifications, recruitment, appointment, employer and status, see ► *Directeur*; for evaluation, see *mentor*. Synonym: *Schooldecaan*.
- Person who is in charge of the administration and management of a faculty at a tertiary education institution *(universiteit, hogeschool)*, and also responsible for the appointment of the ► *Directeuren van de opleidingen* and, indirectly, for the management of the research institutes. The dean, who is a teacher *(hoogleraar)*, also determines faculty regulations and examination procedures. Deans are appointed by the executive board *(college van bestuur)* for a period of 4 years, and accountable to the board which is itself overseen by the supervisory board *(raad van toezicht)*. For information on status, see *directeur*.

Decan

Country: Romania
Grammatical variants: Decani
Level: Tertiary
Explanatory note: Head of a faculty within a tertiary education institution *(academie, conservator, institut, universitate)*. The title of *doctor* and at least 9 years of teaching activity at university level are the minimum requirements for appointment, and management skills are also taken into account. Those appointed are responsible for coordinating all faculty activities and also perform teaching and research. They are recruited by the university board, appointed by the ► *Rector* following the decision of the board, and employed by the institution on a contractual basis. Their activities are evaluated by the board.

Decano/a

Country: Spain
Grammatical variants: Decanos/as
Level: Tertiary
Explanatory note: Head of a faculty *(facultad)* in a university. Persons appointed to this position are in charge of coordinating educational activities and helping to represent their institution. They implement agreements reached by the faculty board *(junta de facultad)*, and handle all matters for which other bodies at the university are not specifically responsible. These heads of faculty are elected by the assembly of teachers *(claustro de profesores)* from among members of the teaching staff (the *catedráticos de universidad* and *profesores titulares de universidad*), in accordance with university regulations. They are recruited by their institution on the basis of a competitive examination, appointed by the ► *Rector* and employed, with civil servant status, by the Autonomous Community concerned. They are evaluated by the *agencia nacional de evaluación de la calidad y acreditación*.

Deildarforseti

Country: Iceland
Grammatical variants: Deildarforsetar
Level: Tertiary
Explanatory note: Head of a university faculty in a state tertiary education institution *(háskóli)*. The position is open to a full-time *prófessor* or *dósent* at the faculty concerned whose full-time teaching staff and student representatives elect the *deildarforseti* for a 3-year period. The person elected has administrative, financial and educational responsibilities and is employed by the State, with civil servant status. Each institution has to have a system for evaluating its work, and students evaluate teachers as does the department/division to which they belong.

Deildarstjóri

Country: Iceland
Grammatical variants: Deildarstjórar
Level: Pre-primary/primary/lower secondary
Explanatory note:

- Head of department in a municipally financed pre-primary education institution *(leikskóli)*. The qualifications required are those of teachers at the same level *(leikskólakennari)*. These staff are responsible for the organisation of teaching in each department of the *leikskóli*, and themselves perform teaching activities. They are selected and appointed by the ▶ *Leikskólastjóri*. For employer, status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.
- Head of department in a compulsory education institution *(grunnskóli)*. The qualifications required are those of teachers at the same level *(grunnskólakennari)*. Staff in this category have departmental management responsibilities determined by the ▶ *Skólastjóri*, who selects and appoints them. Their teaching workload depends on the amount of time they have to devote to their management duties. For employer, status and evaluation, see *aðstoðarleikskólastjóri*.

Dekaani

Country: Finland
Grammatical variants: Dekaanit, dekaan*
Level: Tertiary
Explanatory note: Head of a faculty at a university *(yliopisto)*, who manages and supervises faculty activities, although the precise duties depend on the regulations of the university concerned. Persons who occupy this post are normally appointed by the faculty administrative body for its term of office (as a rule 3 years) from among the *professorit* on the basis of a candidates list drawn up according to the regulations of the university. They are employed by the university as civil servants and evaluated by the educational provider in accordance with its internal arrangements. Swedish term: *Dekanus*.

Dekan

Country: Norway
Grammatical variants: Dekanen, dekaner, dekanene
Level: Tertiary
Explanatory note: Head of the faculty or department board at a tertiary education institution *(universitet, høgskole)*, who is regarded as the 'leader' of the faculty, as distinct from its administrative head *(fakultetsdirektør)*. The person occupying the post of *dekan*, who is elected from among the academic staff *(professor)* of the faculty, is responsible for monitoring and managing all its activities in close cooperation with the *fakultetsdirektør*. For employer, status and evaluation, see ▶ *Universitetsrektor*. Other title used: *Avdelingsleder*.

Dekan (Декан)

Country: Bulgaria
Grammatical variants: Dekani
Level: Tertiary
Explanatory note: Head of a faculty at a tertiary education institution *(universitet, spetsializirano vische utchilichte)*, who has managerial and teaching responsibilities and contributes to its public relations. These staff are elected by the faculty general assembly and employed by the institution for four years on a contractual basis. They prepare a report which is submitted to the assembly for discussion and acceptance. For qualifications required, see ▶ *Rector*.

Dekan/ica

Country: Slovenia
Grammatical variants: Dekani/ce, dekan*
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(visoka strokovna šola, umetniška akademija, fakulteta)* which is usually attached to a university *(univerza)*. Although no special training is required, those appointed to this post have to be fully employed as a teacher in tertiary education *(visokošolski učitelj)*. Their tasks include the coordination of teaching, academic research, artistic and other activities at their institution, ensuring that it operates in accordance with legal requirements and taking decisions about the employment of non-teaching staff. In the meantime, they pursue their own teaching and academic or artistic activity. Where the institution concerned is attached to a

university, its head is appointed for 2 or 4 years by the ▶ *Rektor/ica* on the basis of a recommendation by the council *(senat)* of the institution concerned, and may be re-elected. In these public-sector institutions, the head is a state employee with civil servant status and evaluated by the *rektor/ica* and *senat*. Where the institution is not attached to a university, its head is recruited and appointed in accordance with formal internal procedures, and evaluated by the council *(senat)* of the institution.

Dekan/in

Country: Austria
Grammatical variants: Dekanen/innen, Dekan*
Level: Tertiary
Explanatory note: Head of a university *Fakultät*. The person appointed must be a professor *(Universitätsprofessor/in)* in the faculty concerned, but no special training is required. The responsibilities of professors who hold this position comprise administrative, financial and educational tasks within the faculty. They are elected by the Faculty Committee *(Fakultätskollegium)* on the basis of a proposal from the ▶ *Rektor/in*, for a 4-year period renewable indefinitely. They pursue their normal teaching activities, which may be reduced in some cases, and it is their position as university professors and not that of *Dekan/in*, which governs their employment and status. They are permanently employed by their institution with civil servant status and evaluated by the *Fakultätskollegium*.

Dekan/ka

Country: Czech Republic
Grammatical variants: Dekané/nky, dekan*
Level: Tertiary
Explanatory note: Head of faculty at a tertiary education institution *(vysoká škola)*. The qualifications required are normally the same as those of teachers at such an institution (*docent/ka* or preferably *profesor/ka*). Staff in this category are appointed by the ▶ *Rektor/ka* of the faculty following a recommendation by the academic senate. Their responsibilities comprise administrative, financial and educational tasks, usually alongside the continuation of teaching activity. The head of a faculty is employed by it on a contractual basis and is not subject to evaluation.

Dekan/ka fakulty

Country: Slovakia
Grammatical variants: Dekan*
Level: Tertiary
Explanatory note: Head of a faculty *(fakulta)* at tertiary education institution *(vysoká škola)*. The qualifications required are the same as those of a teacher at such an institution *(profesor/ka)*. (S)he manages, represents and provides operations in matters of the faculty. A range of duties, responsibilities and power of these staff is determined under the internal regulation/legislation of the tertiary education institution. Dean is accountable for his activity to the ▶ *Rektor/ka vysokej školy* in the matters in which (s)he acts on behalf of the higher education institution, for economic management of the faculty and for other activity to the extent determined in internal regulations of the public tertiary education institution to which the faculty belongs. Teaching activities can be continued. (S)he is appointed and recalled at the proposal of the Academic Senate by the *rektor/ka vysokej školy*. They are appointed for a term of four years. This position can be performed for maximum two terms following after each other. They are employed by the institution and have the status of civil servants. The *dekan/ka fakulty* is accountable for her/his activities to the Academic Senate of the faculty.

Dekan/us

Country: Sweden
Grammatical variants: Dekaner
Level: Tertiary
Explanatory note: Head of the faculty board at a tertiary education institution – a *universitet* or *högskola* (university or university college) – who is responsible for research, doctoral studies and graduate education (unless there is a special board for graduate education). Persons appointed to this position are members of the regular teaching staff of the faculty. They are nominated by an

election committee comprising academically qualified teachers within the main subject areas of the faculty, and appointed by the ▶ *Rektor* (tertiary education) for a fixed period determined by the institution. In public-sector universities and university colleges, appointees are employed by the government on a permanent basis or, in some cases of initial employment, for a limited period. There are no procedures for their formal evaluation.

Dekāns/e

Country: Latvia
Grammatical variants: Dekani/es
Level: Tertiary
Explanatory note: Head of a faculty *(fakultāte)* at a tertiary education institution *(augstskola, universitāte, akadēmija)*, who is the official representative of the faculty, and responsible for its academic and scientific work, as well as its operational and financial management. The qualifications required are those of a professor *(profesors)*, associate professor *(asociētais profesors/e)*, or assistant professor *(docents/e)*. The head of a faculty is elected by its academic staff via the faculty council *(fakultātes dome)*. For employer, appointment, status and evaluation, see ▶ *Rektors/e*.

Dekanus

Country: Finland
Grammatical variants: Dekaner
Level: Tertiary
Explanatory note: Swedish term for ▶ *Dekaani.*

Deputy Chief Inspector

Country: Ireland
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Senior inspector working within the management group of the inspectorate of the Department of Education and Science (DES). These staff manage one of two divisions of the inspectorate, each of which incorporates some of its business units, evaluate the work of several ▶ *Inspectors* and report to the ▶ *Chief inspector.* Appointment to this grade is by competition from among experienced ▶ *Assistant chief inspectors* and *senior/divisional inspectors* within the inspectorate. For information on employer and status, see *inspector*.

Deputy headteacher

Country: United Kingdom (SC)
Level: Primary/lower/upper secondary
Explanatory note: Deputy to the ▶ *Headteacher* in primary, lower or upper secondary education *(secondary/comprehensive school)*, including special education institutions, who normally has a limited teaching commitment in addition to considerable managerial duties carried out under the supervision of the *headteacher*. For information on qualifications, recruitment, employer, appointment, status and evaluation, see *headteacher*.

Deputy Headteacher

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Deputy to the ▶ *Headteacher* who is a qualified teacher and deputises for the *Headteacher* in case of absence. For qualifications, experience, responsibilities and employment arrangements, see ▶ *Assistant Headteacher*. Equivalent term in Northern Ireland: *Vice-Principal*.

Deputy Principal

Country: United Kingdom (E/W/NI)
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Synonym for ▶ *Vice-Principal*.

Deputy Vice-Chancellor

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Second in command of a university who deputises for the ▶ *Vice-Chancellor* in case of absence. For qualifications required, experience, responsibilities and employment arrangements, see ▶ *Pro-Vice-Chancellor*.

Diefthindís/dria (Διευθυντής/τρια)

Country: Cyprus
Grammatical variants: Diefthindés, diefthind*

Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note: Head of a public pre-primary *(nipiagogeio)*, primary, *(dimotiko scholeio)*, secondary *(gymnasio, lykeio, techniki scholi)* or tertiary education institution *(dimosia scholi tritovathmias ekpedefsis)*. The qualifications required are those of teachers at the relevant level *(nipiagogos, daskalos/a, kathigitís/tria)* and a minimum of 3 years' administrative and managerial experience as a ▶ *Voithos diefthindís/dria*. These heads are responsible for the administration and management of the school and coordinate the activities of the teachers and other staff members. They also undertake teaching responsibilities, with a fairly substantial part-time teaching load. The *diefthindís/dria* evaluates the work of the teachers and is evaluated by the ▶ *Epitheoritis/tria genikon mathimaton*. The recruitment procedure is an open one. The selection process and appointment are determined by the committee of educational service *(epitropi ekpedeftikis ipiresias)*. Staff in this category are employed on a permanent basis, with civil servant status, by the Ministry of Education and Culture. Synonym: *Gymnasiárchis* for lower secondary education, *Lykiárchis* for upper secondary education.

Diefthindís/dria (Διευθυντής/τρια)

Country: Greece

Grammatical variants: Diefthindés, diefthind*

Level: Pre-primary/primary/post-secondary

Explanatory note: Head of a pre-primary or primary education institution (*nipiagogio* and *dimotiko scholeio,* respectively), or an institution for special education, or for post-secondary education (IEK). The staff concerned are recruited from a list of eligible candidates who are teachers *(nipiagogos, daskalos/la, kathigitis/tria)* with civil servant status and at least 8 years of experience at the corresponding level. A postgraduate qualification, proficiency in at least one foreign language, regular participation in in-service training, administrative and managerial ability, social skills and a publications record are also required for appointment. These heads coordinate the activities of teachers and other staff members, while retaining a substantial part-time teaching load. They implement ministerial directives, make recommendations on administrative matters, especially at primary level and, in institutions that provide remedial classes, they may also perform the tasks of ▶ *Diefthindís/dria enischitikis didaskalias*. Staff in this category are appointed for 4 years by the local education authorities following a decision by the regional director of education *(periferiakos diefthindís)* acting in accordance with a proposal from the regional education council *(periferiako ipiresiako symvoulio)*. They are employed by the State, and evaluated by the ▶ *Diefhtindís/dria ekpedefsis* and ▶ *Scholikós sýmvoulos*.

Diefthindís/dria ekpedefsis (Διευθυντής Εκπαίδευσης)

Country: Greece

Grammatical variants: Diefthindes ekpedefsis, diefthind* ekpedefsis

Level: Primary/lower/upper secondary

Explanatory note: Staff member responsible for monitoring the activity of schools for primary or secondary education *(dimotiko scholeio, gymnasio, lykeio)* in one of the administrative regions of the country. The staff concerned are recruited from a list of eligible candidates who are permanently employed teachers *(daskalos/la, kathigitis/tria)* with civil servant status and at least 10 years of experience. A postgraduate qualification, proficiency in at least one foreign language, regular participation in in-service training, administrative and managerial ability, social skills and a publications record are also required for appointment. These staff coordinate the activities of schools in their region, and evaluate the school heads (▶ *Diefthindís/dria*, ▶ *Gymnasiárchis*, ▶ *Lykiárchis*), the ▶ *Schediastís-aksiologitís* and, where applicable, the head of the regional office of education as regards administrative matters. They are appointed for 4 years by the Minister of Education and employed by the State. Their administrative work is evaluated by the ▶

Periferiakos diefthindís ekpedefsis and their academic/educational work by the ▶ *Proistamenos tmimatos epistimonikis & pedagogikis kathodigisis.*

Diefthindís/dria enischitikis didaskalias (Διευθυντής/τρια ενισχυτικής διδασκαλίας)

Country: Greece
Grammatical variants: Diefthindes enischitikis didaskalias, diefthind*
Level: Lower secondary
Explanatory note: Head of support teaching, who is responsible for supervising remedial classes for pupils with learning difficulties in a lower secondary school *(gymnasio)*, in accordance with a decision by its teachers' association after first hearing a proposal from the one or more teachers concerned. Provision for weaker pupils involves their attendance in a special programme covering the Greek language, mathematics, physics, chemistry and a foreign language during normal school hours. For information on qualifications, recruitment, appointment, employer, status and evaluation, see ▶ *Diefthindís/dria*, bearing in mind that the duties of the *Diefthindís/dria enischitikis didaskalias* may occasionally be performed - subject to a decision of the teachers' association - by a member of the school teaching staff who is not necessarily the *diefthindís/dria*.

Directeur

Country: Netherlands
Grammatical variants: Directeuren
Level: Primary/lower/upper secondary
Explanatory note: Head of a school for primary education *(basisonderwijs)* or general secondary education (VWO, HAVO or VMBO). The qualifications required are in general those of a teacher (*leraar basisonderwijs, leraar in opleiding*, etc.) at the corresponding level. At large secondary schools with a central management board *(centraal schoolbestuur)*, teaching qualifications are not required for board members, who do not perform teaching activities. Heads are responsible for the day-to-day running of their school, including educational content and the approach to teaching, as well as management team guidance and the planning and implementation of staff management policies. They are employed and appointed by the competent authority *(bevoegd gezag)* of the school on the basis of an open recruitment procedure and, in the public sector, they have civil servant status and a contract based on civil law. In the grant-aided private sector, the contract of these school heads is based on private law, although they enjoy public servant status as a basic condition of service for pensions. They are evaluated by the *bevoegd gezag*.

Directeur van de opleiding

Country: Netherlands
Grammatical variants: Directeuren van de opleiding
Level: Tertiary
Explanatory note: Member of staff at a tertiary education institution *(universiteit)* who is responsible for organising a course provided by one of its faculties and presenting course programme proposals to the ▶ *Decaan*. The persons concerned are recruited and appointed by the decaan from among the teaching staff of the university which determines the qualifications required, although a university degree and several years of teaching experience are a minimum requirement. They are employed with civil servant status by the university under a civil law contract, and evaluated by the university. Synonym: *Opleidingsdirecteur*.

Directeur/trice

Country: Belgium (Flemish Community)
Grammatical variants: Directeurs/trices
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of a pre-primary, primary, or secondary education institution *(kleuteronderwijs, lager onderwijs, algemeen secundair onderwijs, technisch/kunst secundair onderwijs, beroepssecundair onderwijs)*, including special education institutions. The qualifications required for the post are those of a teacher at the corresponding level *(kleuteronderwijzer/es, onderwijzer/es, regent/es, geaggregeerde voor het hoger secundair onderwijs)*, and at least 10 years of teaching experience. These heads

coordinate educational provision at their schools, while exercising broader management and administrative responsibilities. Depending on the size of the school and municipality concerned, they may also perform teaching activities. In the case of public-sector schools administered by the Flemish Community, candidates for these posts are selected on the basis of their performance in an examination and an assessment of their personal career record whereas, in the case of grant-aided public-sector or private schools, a variety of recruitment procedures may be adopted. In the public sector, heads are appointed and employed for a fixed term by the Community Minister of Education, or by the provincial or municipal authority responsible for the school concerned and, in the grant-aided private sector, by the school administrative body *(raad van bestuur)*. In Community-administered schools, they have civil servant status while, in grant-aided private schools, their employment is governed by both civil and labour legislation. These staff are subject to no evaluation procedure.

Directeur/trice

Country: Belgium (French Community)

Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note:

- Head of schools for pre-primary and primary education *(école maternelle, école primaire)* in the public and grant-aided private sector (founded and administered by private bodies), as well as private-sector secondary schools, who is recruited from among teachers at the corresponding levels *(instituteur/trice maternel/le, instituteur/trice primaire, agrégé/e de l'enseignement secondaire supérieur)*. In education administered by the French Community and in grant-aided education, 10 years of professional experience or six years as a member of the teaching staff, respectively, are required. The responsibilities of heads depend on the sector concerned (public or private) and on the body or person responsible for their school (the *pouvoir organisateur*). They are generally in charge of administering and managing the school, including its budget, and lead and coordinate its teaching staff, evaluate the teachers and have a 'public relations' role. They are exempt from teaching activities (except in private schools with under 180 pupils). Recruitment procedures depend on the *pouvoir organisateur*. In grant-aided public-sector or private education, these procedures may range from free selection to the organisation of aptitude tests or a 'probationary' period. In Community-administered schools, the *brevet de la promotion* is awarded by assessing the personal record of applicants. The latter also have to pass an examination involving an appraisal of two lessons, the resolution of statutory and administrative problems, and an interview to confirm that they have the required abilities. Heads are appointed by the *pouvoir organisateur* of their school and, in public-sector schools, by the corresponding authority (government of the French Community, permanent delegation of the provincial council, etc.). They are remunerated by the Ministry of the French Community. In schools administered by the Community, they have civil servant status whereas, in grant-aided schools, they have a status similar to that of civil servants. There are no arrangements for evaluating staff in this category.
- Head of a unit *(catégorie)* or a department in a tertiary education institution *(Haute École)*. These staff are appointed on a contractual basis for a five-year period renewable, and may perform teaching duties. For information on the qualifications required, responsibilities, appointment and employer, see ▶ *Directeur-Président*. For status, see above.

Directeur/trice

Country: France

Level: Tertiary

Explanatory note: Person who is responsible for a *unité de formation et de recherche* at a *université*, an *institut* or *école* attached to a university, or a public-sector non-university tertiary education institution. Elected or appointed by the competent minister from

among teachers who may or may not have civil servant status depending on the professional category to which they belong, these staff are responsible for the administrative and educational management of the 'unit' or institution concerned. Depending on circumstances, they may be exempt from some or all of their teaching duties. They have to report on their duties to the administrative council of their 'unit'/institution.

Directeur/trice

Country: Luxembourg
Level: Lower/upper secondary
Explanatory note: Head of a school for secondary education (*lycées* and *lycées techniques*) including special education, the *Institut d'études éducatives et sociales* (IEES) or the *Institut supérieur d'études et de recherches pédagogiques* (ISERP). The status of civil servant and title of *professeur d'enseignement secondaire/secondaire technique* are required for appointment to this post. These directors implement ministerial directives, and administer and manage their institution. They are responsible for the educational activity of the latter and supervise its teaching staff but are not expected to teach themselves. They apply for their post to the Ministry of Education and are appointed by the Grand Duke, on the basis of a Ministry recommendation and a decision by the government council. They are employed by the Ministry of Education, have civil servant status and are not subject to evaluation.

Directeur/trice adjoint

Country: Luxembourg
Level: Lower/upper secondary
Explanatory note: Deputy to the ▶ *Directeur/trice* of a *lycée* or a *lycée technique* who has less responsibility than the *directeur/trice*. For all other information, see *directeur/trice*.

Directeur/trice d'école

Country: France
Level: Pre-primary/primary
Explanatory note: School head at an *école maternelle* or *école élémentaire*, who has been recruited from a list of qualified candidates comprising *instituteurs* and *professeurs des écoles* with at least three years of in-service experience. These staff assume administrative and financial responsibilities and coordinate and actively support the work of their teacher colleagues. They are partially or totally relieved of their own in-service teaching commitment, depending on the number of classes in the school. Following their appointment to the post of head by the *inspecteur d'académie - directeur des services départementaux de l'éducation nationale*, they continue to pursue their activities within the occupational category of an *instituteur* or *professeur des écoles*. They are state employees with civil servant status, and evaluated by the ▶ *Inspecteur/trice de l'éducation nationale* of the département concerned.

Directeur/trice de service d'accueil, d'orientation et d'insertion professionnelle

Country: France
Level: Tertiary
Explanatory note: Head of a university (or inter-university) service providing introductory information, guidance and assistance for the professional integration of students. Persons occupying this position are appointed from among the *enseignants-chercheurs* of a university by the ▶ *Président d'université*, in accordance with a recommendation from the administrative council. They run this service which is responsible for organising reception facilities and the provision of information and guidance for students on their arrival at university and throughout their course, and then for subsequently monitoring, with other teachers, their transition to working life. They have civil servant status.

Directeur-Président

Country: Belgium (French Community)
Level: Tertiary
Explanatory note: Head of a *Haute École* which offers non-university courses in tertiary education. Applicants for this post must be teachers in the institution concerned (i.e. appointed or employed by it on a permanent

basis). They are responsible for its administrative, financial and educational management and have a 'public relations' role. They are exempt from teaching duties. In *Hautes Écoles* administered by the French Community, the *directeur-président* is appointed by the Community government and selected from among three candidates proposed by the entire teaching staff. In institutions that are grant aided by the French Community, heads are appointed by the body or person responsible for the institution in accordance with an identical procedure. They are employed by the French Community. For status, see ▶ *Directeur/trice*.

Director

Country: Ireland
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(institute of technology)*. The minimum qualifications for this position are a first degree with *honours* and at least 10 years of working experience in business, industry, the public sector or tertiary education, normally including senior management experience in the educational and/or commercial/industrial sectors. Persons occupying the post, who do not themselves teach, control and direct the activities of their institution, ensure that it is managed soundly and efficiently and are responsible to its governing body in the performance of their duties. They are appointed and employed, with civil servant status, by the *institute* concerned in accordance with selection procedures agreed by the Minister for Education and Science. They are subject to no evaluation procedure.

Director

Country: Romania
Grammatical variants: Directori
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Head of a pre-primary, primary, lower secondary, upper secondary or post-secondary education institution *(grădiniță, școală primară, școală generală, liceu, școală profesională, școală postliceală)*, including institutions for special education. To be appointed to this post, the candidate has to be a teacher *(institutor/oare, profesor/oară)* at the appropriate level and have a minimum 5 years of teaching experience in accordance with the Teaching Staff Statute, and professional and managerial skills are also taken into account. These heads are responsible for the organisation and administration of school activities, the implementation of national and regional policies within the institution, staff assessment and the provision of official school papers and documents requested by the County School Inspectorate *(Inspectoratul Școlar Județean)*. They may also teach. The heads of public pre-primary, primary and lower secondary education institutions are appointed on the basis of a competitive examination organised by the County School Inspectorate whereas in public upper and post-secondary institutions, they are appointed by the Minister of Education and Research. These staff are employed by their school on a contractual basis. Private-sector institutions are responsible for their own selection and appointment procedures, about which they have to inform the County School Inspectorate. All heads are appraised by the ▶ *Inspector școlar*.

Director

Country: United Kingdom (E/W/NI)
Level: Upper secondary/post-secondary/tertiary
Explanatory note: Synonym for ▶ *Principal* (at a *further education institution* or *higher education college*).

Director

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Synonym for ▶ *Principal* if employed by a *college of higher education/university*.

Director (Директор)

Country: Bulgaria
Grammatical variants: Directori
Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: Head of a pre-primary, primary or secondary education institution *(detska gradina, osnovno utchilishte, gimnazia, technikum)*, including special education institutions. The qualifications required for appointment are those of teachers *(utchitel)* at the relevant level together with several years of teaching experience. These heads are responsible for all activities at their school, and plan, administer, coordinate and monitor the work of teachers and the school in general. They are also expected to motivate teachers and continue to teach themselves though with a reduced workload. In addition, they are responsible for the overall educational performance of the school and management of its budget and other finances. Heads are recruited on the basis of an open competitive procedure in compliance with the Labour Code and, in state schools, are appointed and employed by the Ministry of Education and Science. In municipal pre-primary institutions, they are appointed by the head of the municipality whereas, in municipal primary and secondary schools, they are appointed by the ▶ *Natchalnik na inspectorat*. In either case they are employed by the municipality on a contractual basis. Their evaluation is conducted by the *natchalnik na inspectorat* at the regional inspectorate for education.

Director de colegiu universitar

Country: Romania

Grammatical variants: Directori de colegii universitare

Level: Tertiary

Explanatory note: Head of an educational unit within a university *(colegiu universitar)*. Those appointed are responsible for coordinating the whole activity of the unit and also perform teaching and research. For qualifications required, recruitment, appointment, employer, status and evaluation, see ▶ *Decan*.

Director de departament

Country: Romania

Grammatical variants: Directori de departament

Level: Tertiary

Explanatory note: Head of department within a faculty in a tertiary education institution *(academie, conservator, institut, universitate)*. The person appointed is responsible for coordinating the whole activity of the department and performs teaching and research activities. For qualifications required, recruitment, appointment, employer, status and evaluation, see ▶ *Decan*.

Director of Education

Country: United Kingdom (E/W)

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Synonym for ▶ *Chief Education Officer*.

Director of institute

Country: Malta

Level: Tertiary

Explanatory note: Member of the academic staff who oversees other staff in an institute of the University of Malta, with responsibility for academic matters, supervision and general administration of the institute concerned. This person is recruited by application from among the academic staff and appointed by the council of the university for a definite period. For information on employer, status and evaluation, see ▶ *Rector*; for qualifications, see ▶ *Dean*.

Director of Study

Country: United Kingdom (SC)

Level: Tertiary

Explanatory note: Synonym for ▶ *Guidance Tutor*.

Director/a

Country: Portugal

Grammatical variants: Directores/as

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Head of a school for pre-primary, primary or secondary education *(escola básica, escola secundaria, escola profissional)*, who is responsible for its educational, administrative and financial management. The *director/a* must be a teacher *(professor/a)* with permanent tenure who is employed in the school concerned and have at

least five years of experience and a qualification in school administration and management. These school heads are elected by an electoral assembly consisting of in-service teaching and non-teaching staff at their institution, representatives of parents and education officials, and pupil representatives in the case of schools for secondary education. They are employed, with civil servant status, by the regional education authority (*Direcção Regional de Educação*, or DRE) for three years. They are not subject to any evaluation procedure. In schools that have opted for a collective management model, their responsibilities are assumed by the ▶ *Presidente do Conselho Executivo.*

Director/a

Country: Spain

Grammatical variants: Directores/as

Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note:

- Head of a pre-primary, primary, secondary or tertiary non-university education institution *(escuela infantil, colegio de educación primaria, instituto de educación secundaria, centro de formación profesional superior, Escuela Oficial de Idiomas, conservatorio, escuela de arte)*, who must possess the qualifications required of teachers at the corresponding level. A special initial training course organised by the education authorities *(administraciones educativas)*, together with accreditation, are required for appointment as a *director*, as well as a minimum 5 years of teaching experience and permanent assignment to the institution concerned for at least a year. Staff in this category are the official representatives of their institution, responsible for directing and coordinating its educational activities. They also manage its staff, execute the decisions of its mixed membership administrative bodies, implement its budget and appoint the ▶ *Jefe/a de Estudios* and the *secretario*. In addition, they are responsible, with other managerial colleagues, for drafting the educational plan and proposals of the institution for adoption by the *consejo escolar* (including the annual programme and the curriculum for each stage of education). In order that they may carry out these duties, their teaching workload is reduced. These heads are elected for 4 years by secret ballot and absolute majority vote by the school board *(consejo escolar del centro)*, and appointed and employed by the appropriate education authorities in each Autonomous Community. In exceptional circumstances, as in the case of recently established schools, they may be appointed without all the above-mentioned requirements being satisfied. They have civil servant status and are evaluated by the ▶ *Inspector/a de educación.*
- Head of a university institution *(escuela técnica superior, escuela universitaria, instituto universitario de investigación)*, who is responsible for coordinating its educational activities, representing it and implementing the agreements reached by its mixed membership body *(junta de escuela)*. These staff are also in charge of all matters not specifically entrusted to other bodies in the university regulations. They are elected in accordance with the regulations by the professors' assembly *(claustro de profesores)*, from among members of the teaching staff (the *catedráticos de universidad*) at the institution concerned. For information on recruitment, appointment, employer, status and evaluation, see ▶ *Decano/a.*

Director/a da Escola Superior de Educação

Country: Portugal

Grammatical variants: Directores das Escolas Superiores de Educação

Level: Tertiary

Explanatory note: Head of a non-university tertiary education institution *(Escola Superior de Educação)* attached to an *Instituto Politécnico* which has not opted for a collective management model. The person appointed exercises the same responsibilities as ▶ *Presidente do Conselho Directivo da Escola Superior de Educação*.

Director/a da Faculdade/Instituto

Country: Portugal

Grammatical variants: Directores/as das Faculdades/Institutos
Level: Tertiary
Explanatory note: Head of a faculty or an institute *(Faculdade/Instituto)* for tertiary education. Because tertiary education institutions are autonomous, they may choose between a collective management model, or individual management by a *director/a.* The person appointed exercises the same responsibilities as ▶ *Presidente do Conselho Directivo da Faculdade/Instituto*.

Director/a de Departamento

Country: Spain
Grammatical variants: Directores/as de Departamento
Level: Tertiary
Explanatory note: Head of a university department *(departamentos)*, who is responsible for managing and representing it. These departmental heads are elected by the council of the department *(consejo de departamento)* from among the teaching staff *(profesores titulares, catedráticos)* at their university, and appointed by the ▶ *Decano/a* or the ▶ *Director/a* (tertiary education). For information on recruitment, employer, status and evaluation, see *decano/a*.

Direktor

Country: Estonia
Grammatical variants: Direktorid, direktori*
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Head of a compulsory school *(põhikool)*, general upper secondary school *(gümnaasium)*, or vocational upper secondary or post-secondary education institution *(kutseõppeasutus)*. In compulsory and general upper secondary education institutions, the qualifications required are those of teachers at the relevant level *(klassiõpetaja, põhikooli aineõpetaja or gümnaasiumi aineõpetaja)*, and at least 3 years of educational work experience (5 years in the case of the *gümnaasium*). Heads of vocational upper secondary and post-secondary education institutions must have a tertiary education qualification and a minimum 3 years of professional experience in administration. They must also have completed a 240-hour course in school administration. In municipal schools, heads are recruited by the local government (*vallavalitsus* or *linnavalitsus*) in accordance with a competitive procedure, whereas heads of state schools are recruited by the Ministry of Education or by the county government *(maavalitsus)* if the latter administers the school concerned. Staff in this category are recruited in accordance with a competitive procedure established by the Ministry of Education and employed by their institutions on a contractual basis for up to 5 years. For further information on responsibilities and evaluation, see ▶ *Juhataja*.

Direktör

Country: Finland
Grammatical variants: Direktörer
Level: Tertiary
Explanatory note: Swedish term for ▶ *Johtaja.*

Direktør

Country: Denmark
Grammatical variants: Direktører
Level: Upper secondary/post-secondary
Explanatory note: Head of a vocational, business, or technical upper or post-secondary school *(erhvervsskoler, handelsskoler, tekniske skoler)*. These heads are now increasingly employed to run their school as a business, without overstepping its budget, and efficiently manage its administration and staff. As a result, no teaching ability or other special qualification is normally required. They are appointed by the institution concerned in accordance with an open recruitment procedure, and employed by it on a contractual basis with a status similar to that of civil servants. The institution also evaluates them.

Direktor/ica (+)

Country: Slovenia
Grammatical variants: Direktorji/rice, direktor*
Level: All levels
Explanatory note: Manager of an educational institution *(vrtec, osnovna šola,*

glasbena šola, gimnazija, srednja strokovna šola, poklicna šola, višja strokovna šola, šolski center) formed from two or more organisational units managed by the ▶ *Ravnatelj/ica* (+). To be appointed to this post in public-sector institutions, a first university degree (4 years of study) and at least 5 years of professional experience are required. The responsibilities of these staff are exclusively managerial and determined by the founding acts of the institution concerned. They represent it and are responsible for ensuring that it operates in accordance with legal requirements. They also exercise responsibilities in staff matters and take decisions regarding the number of teaching posts and staff employment and disciplinary issues, although they normally act with due regard for the proposals and recommendations of either the *ravnatelj/ica* responsible for the institution's constituent organisational units, or its mixed management body. They may have teaching or counselling duties if their employment contract so stipulates. For information on specialised training, appointment, employer, status and evaluation, see *ravnatelj/ica*.

Note: The same term is also used to designate the chief executive officers of other sectors within universities (such as libraries, student residential facilities and research institutes).

Direktor/in

Country: Austria

Grammatical variants: Direktoren/innen, Direktor*

Level: Primary/lower/upper secondary

Explanatory note: General term for the school heads ▶ *Berufsschuldirektor/in*, ▶ *Direktor/in der Polytechnischen Schule*, ▶ *Hauptschuldirektor/in*, ▶ *Sonderschuldirektor/in* and ▶ *Volksschuldirektor/in.*

Direktor/in

Country: Belgium (German-speaking Community)

Grammatical variants: Direktoren/innen, Direktor*

Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note:

- Head of a school for basic education *(Grundschule)* comprising pre-primary education *(Vorschule)* and primary education *(Primarschule)*, or for lower or lower and upper secondary education *(Sekundarschule)*, or of a non-university tertiary education institution *(Pädagogische Hochschule, Krankenpflegeschule)*. For appointment to posts in this category, applicants must have completed 10 and 6 years of service in institutions in the Community and grant-aided private sectors, respectively. A decree on the status of staff members in municipal schools is being drawn up and likely to be approved in 2002. Furthermore, those appointed have to be employed with full tenure in their sector at the corresponding level: as primary schoolteachers *(Primarschullehrer/in)*, as teachers or deputy heads in a secondary school *(Sekundarschullehrer/in* or ▶ *Unterdirektor/in)* or as teachers in tertiary education *(Dozent/in)*. In the Community sector, they are responsible for educational administration at their schools and for their material and financial management, and are accountable (to the Public Auditor) for use of the school budget. They also coordinate the teaching staff, offer them encouragement and support and evaluate their work, and they are additionally responsible for school public relations. In grant-aided public-sector schools (administered by the municipalities), as well as the grant-aided private sector, some of these duties (especially those in the area of material and financial management) are not the direct responsibility of school heads. No teaching activities are carried out by staff in this category, except in the case of the heads of schools for basic education, which enrol under 180 pupils. In the Community sector, school heads have to hold a management certificate awarded on successful performance in an examination (assessed by a government panel) to test knowledge of formal legislation and regulations, the administration of education and the financial and material management of the school. The personal record of candidates, their educational judgement (appraisal and

criticism of lessons) and their view of the role of a school head are also taken into account. In the grant-aided public and private sectors, they are recruited in accordance with requirements established by the school administrative body *(Schulträger)* which appoints them. Heads appointed with permanent tenure in the public sector have civil servant status, whereas those with a fully tenured position in the grant-aided private sector are employed on permanent contracts with contract worker status which, in practice, is comparable to that of Community school heads. Staff in this category are not subject to an evaluation procedure. For employer, see ▶ *Erzieher/in.* General term: *Schulleiter/in*.

- Synonym for ▶ *Grundschulleiter/in* (in schools for basic education), ▶ *Studienpräfekt/in* (in secondary schools).
- General term for the ▶ *Direktor/in eines PMS-Zentrums.*

Direktor/in

Country: Liechtenstein

Grammatical variants: Direktoren/innen, Direktor*

Level: Pre-primary/primary/lower secondary

Explanatory note: Head of the school for pupils with special educational needs (the *Heilpädagogische Tagesstätte*) founded and run by a registered association, the public law association for special educational assistance in Liechtenstein *(Verein für heilpädagogische Hilfe in Liechtenstein)*. The person in this position has to be a teacher (*Kindergärtner/in, Primarschullehrer/in, Oberschullehrer/in* (+), etc.), with an additional certificate in training for special educational needs or a university degree in psychology/education. The role of the head of the *Heilpädagogische Tagesstätte*, which is attached to the Centre for Special Education *(Heilpädagogisches Zentrum)* along with the sheltered workshops *(Betreute Werkstätten)* and the sheltered living facilities *(Betreutes Wohnen)*, is to provide comprehensive guidance and implement the resolutions of the association. The head is recruited in accordance with an open procedure, and appointed, employed, and evaluated by the executive committee of the association. (S)he has private law status.

Direktor/in der Polytechnischen Schule

Country: Austria

Grammatical variants: Direktoren/innen der Polytechnischen Schule, Direktor*

Level: Upper secondary

Explanatory note: Head of a *Polytechnische Schule*. For full information, see ▶ *Volksschuldirektor/in*. General terms: *Direktor/in, Schulleiter/in.*

Direktor/in eines PMS-Zentrums

Country: Belgium (German-speaking Community)

Grammatical variants: Direktoren/innen, Direktor*

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Head of a learning guidance and support center (*Psycho-Medizinisch-Soziales Zentrum - PMS-Zentrum*). For appointment to this post in the Community *PMS-Zentrum*, applicants must hold the position of ▶ *Berater/in in einem PMS-Zentrum* with permanent tenure and have completed at least 10 years of service. In the case of the *PMS-Zentrum* for grant-aided private schools, they must have completed at least 6 years of service, two of them with permanent tenure. The persons appointed are responsible for managing the *PMS-Zentrum* and its staff and for school counselling and guidance, including vocational guidance, and the provision of advice to pupils, parents and teachers. They are recruited in accordance with an open procedure and appointed by the body that administers the *PMS-Zentrum* (in the Community *PMS-Zentrum*, the post-holder is selected by the Minister from the first three recommended applicants on a list submitted by an advisory committee). Those appointed with permanent tenure in the Community or provincial *PMS-Zentrum* have civil servant status, whereas those with a fully tenured position in the grant-aided private *PMS-Zentrum* are employed on permanent contracts with contract worker status which, in practice, is comparable to that of the head of the Community *PMS-Zentrum*. These staff

are not subject to an evaluation procedure. For employer, see ▶ *Erzieher/in*. General term: *Direktor/in*.

Direktori asetäitja õppe- ja kasvatustöö alal

Country: Estonia
Grammatical variants: Direktori asetäitjad õppe- ja kasvatustöö alal, direktori asetäitja*
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Deputy to the school head ▶ *Direktor* at a compulsory school *(põhikool)*, general upper secondary school *(gümnaasium)*, or vocational upper secondary or post-secondary education institution *(kutseõppeasutus)*. This person is responsible specifically for educational and teaching matters at the institution concerned. In compulsory and general upper secondary education institutions, the qualification of a university level teacher is required, with at least 3 years of educational work experience (5 years in the case of the *gümnaasium*). Deputy heads must also have completed a course lasting at least 160 hours in school administration. In vocational upper secondary and post-secondary education institutions, they are required either to have a university level qualification in teacher training and at least 3 years of educational experience in a vocational school, or to hold a university level qualification, and have completed at least 3 years of professional or educational work experience and a teacher training course comprising a minimum 240 hours. They are recruited by the *direktor* in accordance with a competitive procedure approved by the board of trustees *(hoolekogu)*, and employed by their institution on a contractual basis. Their internal evaluation is conducted by the *direktor* and by the school teachers' council, whereas external evaluation is conducted by the Ministry of Education and a county governor. Former term: *Õppealajuhataja.*

Direktorius/orė

Country: Lithuania
Grammatical variants: Direktoriai/orės
Level: All levels
Explanatory note: General term for the head of a pre-primary, primary, secondary, post-secondary or tertiary level education institution *(lopšelis-darželis, pradinė mokykla, pagrindinė mokykla, vidurinė mokykla, profesinė mokykla, aukštescioji mokykla kolegija)*. For all information, see ▶ *Aukštesniosios mokyklos direktorius/orė* for tertiary level, ▶ *Bendrojo lavinimo mokyklos direktorius/orė* for primary and secondary level, ▶ *Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė* for pre-primary and primary level, ▶ *Specialiojo ugdymo įstaigos direktorius/orė* for special education, ▶ *Profesinės mokyklos direktorius/orė* for vocational lower and upper secondary or post-secondary education, ▶ *Kolegijos direktorius/orė* for non-university tertiary education.

Direttore di dipartimento

Country: Italy
Grammatical variants: Direttori di dipartimento
Level: Tertiary
Explanatory note: Head of a university department *(dipartimento universitario)*. Persons in this position have to be a (university level) *professore ordinario* or *professore straordinario*, and are elected to the post by permanent professors (*professori ordinari* and *professori associati*) and by researchers. They represent the *dipartimento* and chair the departmental council *(consiglio di dipartimento)*, prepare requests for funding and submit the annual departmental research plan, while continuing to perform their teaching activities. They are appointed subject to the creation of the post by the rector, and employed on a 3-year contract. They may be re-elected once only. For further information on employer, status and evaluation, see ▶ *Rettore.*

Dirigente scolastico

Country: Italy
Grammatical variants: Dirigenti scolastici
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of a pre-primary, primary, or secondary education institution *(scuola dell'infanzia, scuola elementare, scuola media, istituti, licei)*, including

institutions for special education. Teachers with a degree *(laurea)* who have completed at least 7 years in service following their appointment to the permanent staff, may be admitted to a periodic regional competitive examination *(corso-concorso)* involving either general training or special training for prospective heads at primary and lower secondary level, or upper secondary level respectively. Selection for a headship depends on performance in the examination. The persons appointed, who discontinue their teaching duties, are entrusted with the overall management of their institution (for which they are responsible in law), including management of its financial and material resources, and with ensuring the quality of its educational activity. School heads also act as trade union representatives. They are appointed by the head of the regional office of the Ministry of Education, Universities and Research *(dirigente dell'ufficio scolastico regionale)*, and employed by the Ministry with civil servant status. Their assessment is conducted by a special evaluation unit set up annually within the regional office for school administration *(ufficio scolastico regionale)* which is headed by an executive officer and contains an ► *Ispettore tecnico* and an expert in evaluation and management supervision.

Doyen

Country: Belgium (French Community)

Level: Tertiary

Explanatory note: Head of the faculty of a university *(université)* who is elected by the faculty from among the *professeurs ordinaires* and *professeurs extraordinaires* (part-time professeur ordinaires), for a two-year period renewable. Staff in this category exercise their responsibilities from the end of the first and third years of the period in office of the ► *Recteur.* Their duties are not specified in law. In practice, they coordinate the activities of their faculty, represent it and supervise implementation of the decisions reached by the academic authorities (the *recteur,* academic council, *conseil d'administration*, standing bureau and *vice-recteur*). For employer, see *recteur*.

Dyrektor szkoły

Country: Poland

Grammatical variants: Dyrektorzy szkół, dyrektor* szkoł*

Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: Head of a pre-primary, primary, secondary or post-secondary education institution (*przedszkole, szkoła podstawowa, gimnazjum* or *liceum*). In order to be appointed to this position, applicants must be teachers at the institution concerned and, with effect from 2001/02, have the promotion grade of *nauczyciel mianowany*. They must have completed postgraduate studies in management or a training course in education management, taught for at least 5 years and received a positive assessment of professional conduct during the 5 years prior to appointment (or 4 years in the case of work at a tertiary education institution). Where schools appoint a deputy school head for educational matters *(zastępca dyrektora szkoły)*, someone with no teaching qualifications may be appointed as *dyrektor szkoły*. In this case, the person concerned must satisfy the other above-mentioned requirements, including 5 years of professional experience (as opposed to specifically teaching experience). All heads must also be in formally certified good health at the time of their appointment. Their main responsibilities include managing and organising school activities, ensuring that teaching and care are of a consistently high standard and representing their school in public. They supervise school employees, support the teachers and chair and implement the decisions of the school educational council *(rada pedagogiczna)*. As a rule, they also have teaching obligations amounting to between 3 and 18 hours a week depending on the number of classes at the school. Heads are recruited in accordance with an open competition announced in the press. They are employed on a contractual or permanent basis by the body responsible for management of the school and evaluated by the same body in cooperation with the *kuratorium*, which has regional oversight of the quality of education.

Dziekan

Country: Poland
Grammatical variants: Dziekani, dziekan*
Level: Tertiary
Explanatory note: Head of department at a tertiary education institution. The minimum requirements for appointment to this position are set out in the statutes of the institution concerned. The main responsibilities of the position include chairing the council of the department, representing the latter to the outside world and supervising its students and staff. Those who head a department are also responsible for its management decision-making and supervision of its individual units, maintaining security and good order in the department, and preparation of an annual report on its activities for approval by its council. Departmental heads are elected by a special electoral team or the departmental council (in a procedure defined in the university's statutes) for a three-year term renewable consecutively only once. They are members of the university senate, employed by the institution and evaluated by the departmental council.

Early Years Officer

Country: United Kingdom (E/W)
Level: Pre-primary/primary
Explanatory note: Other term used for ▶ *Education Officer*.

Education officer

Country: Malta
Level: Primary/lower/upper secondary
Explanatory note: Staff member at the department of education, who is responsible for evaluating teaching quality and school development at primary and secondary education institutions *(primary schools, junior lyceums, secondary schools, boys'/girls' schools, higher secondary schools)*. These officers are responsible for subjects within the curriculum or school administration/management, and have the same grade and position in either case. In the first case, they monitor schools, assess teachers, stimulate teaching activity and run in-service courses. In the second, they assist the *assistant director of education* in school-related educational and administrative matters. Recruitment is by means of an extended interview following a public call for applications from among ▶ *Assistant heads of school* or ▶ *Subject coordinators* who have completed 4 years of service in the grade. *Education officers* are appointed to work in specific areas of education by the Prime Minister on the recommendation of the Public Service Commission. They are employed with civil servant status by the education division of the department of education, and evaluated by their direct superior, the *assistant director of education*.

Education officer

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: A term used to describe an officer employed by a *local education authority* (LEA) to develop and/or implement policies and programmes. The term is used as a specific job title in some authorities and as a generic term in others. The majority of *Education Officers* have teaching qualifications and teaching experience but depending on the particular post, other professional qualifications may be required. Some officers also have postgraduate qualifications or higher degrees (*Master's degree* or *Doctorate*). *Education Officers* are considered to be public employees and are employed by the LEA on a permanent contract. Performance evaluation arrangements are decided by each *authority* but would normally be carried out by the line manager. The main responsibilities of *Education Officers* depend on the specific post which may specialise in a particular area such as the management of educational resources; school organisation and the provision of places; pupil and school support services; or specific initiatives relating to an issue of current concern. Specific duties might include: contributing to the development of LEA plans and policies; monitoring school performance; providing advice to ▶ *Headteacher*, governors and parents;

disseminating information; contributing to reviews of education provision in particular areas; analysing government legislation and regulations; and liaising with external agencies. Each *local education authority* decides what posts to offer and designates its own job titles – these vary between authorities and often reflect the specific requirements or main emphasis of the post. Examples of other titles used include *Pupil Support Officer* and *Early Years Officer*. There is no national grading structure but *Education Officers* may apply for a range of posts which entail increasing levels of management responsibility. In some authorities, these posts carry the title '*Senior'*, '*Principal'*, '*Manager'*, *Head of (Service)* or *Assistant Chief Education Officer*.
Note: In Northern Ireland, *General Adviser* is the preferred term. An *Assistant Senior Education Officer* is a higher grade post. Both are employed by *Education and Library Boards*.

Education Social Worker

Country: United Kingdom (E/W/NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Synonym for ▶ *Education Welfare Officer.*

Education Welfare Officer

Country: United Kingdom (E/W/NI)
Level: Primary/lower/upper secondary
Explanatory note: Officer who works with pupils, parents and schools to promote regular attendance at school. Initial training varies but might include a 3- or 4-year bachelor's degree in social work or a 2-year tertiary education course leading to the *Diploma in Social Work* or equivalent. The main responsibilities of these officers include identifying pupils with problematic attendance at school, and analysing the causes of their problems, including their educational aspects, with a view to ensuring that they return to school and reintegrate satisfactorily. They also carry out the authority's statutory duties in respect of child employment and liaise with other agencies. These tasks are undertaken jointly with senior teachers, as well as with parents and pupils themselves. There is no national grading structure but staff may apply for more senior posts which entail increasing levels of management responsibility. In some authorities, these posts carry the title *Senior, Principal*, or *Manager*. *Education welfare officers* are recruited by open competition and usually employed on permanent contracts by *local education authorities* (LEAs) or *Education and Library Boards* (Northern Ireland). However, in some cases, this function has been delegated to schools. Performance evaluation arrangements are determined by the LEA or *Board* concerned. Abbreviation: EWO. Synonym: *Education Social Worker*.

Educational psychologist

Country: Ireland
Level: Primary/lower/upper secondary
Explanatory note: Psychologist working for the *national educational psychological service agency* of the Department of Education and Science (DES), for the benefit of pupils in primary, lower and upper secondary schools *(primary schools, secondary, vocational comprehensive, community schools* and *colleges)*. The qualifications required are a *first* or *second class honours* degree in psychology or its equivalent, together with at least 3 years of experience as a psychologist working with children, or 3 years' teaching experience in a relevant discipline. These psychologists are responsible for a specified list of schools at which they are engaged in direct casework, consultation with teachers and parents and systemic work. They are recruited in an open competition organised by the civil service and local appointments commissioners, appointed by the DES and employed by it as permanent civil servants.

Educational Psychologist

Country: United Kingdom (E/W/NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Qualified psychologist who works with children (mainly aged under 19) who are experiencing difficulties in school (learning, emotional and/or behavioural). Initial training normally involves a first

degree (in general a *Bachelor's degree* or its equivalent) in psychology accredited by the *British Psychological Society* (BPS) which confers *Graduate Basis for Registration* (GBR) as a *Chartered Psychologist*, a *postgraduate certificate in education* (PGCE), two years teaching experience and one year's full-time professional training in educational psychology. The main responsibilities of staff in this category include the psychological investigation of children with difficulties; working directly with children and making recommendations regarding their needs and future education; providing in-service training for teachers and others; and advisory and research activities relevant to educational provision and policies. Most staff are employed by *local education authorities* (LEAs), or *Education and Library Boards* in Northern Ireland on permanent contracts, but some are self-employed and work as consultants. Evaluation arrangements depend on the local authority but any appraisals are usually carried out by the line manager. Promotion posts may include the term *Senior* and/or *Principal*.
Note: 'Assistant' *Educational Psychologist* is the title sometimes used for staff who have a BPS recognised degree, a teaching qualification and teaching experience, and who are gaining professional experience before undertaking a specialised qualification in educational psychology.

Educational psychologist

Country: United Kingdom (SC)
Level: Primary/lower/upper secondary
Explanatory note: Psychologist working for the psychological service of the education authority for primary, lower or upper secondary education institutions *(primary, secondary/comprehensive schools)*. Those appointed normally have a degree in psychology and are employed by the local authority. They are responsible for undertaking casework as directed by the ▶ *Principal educational psychologist*. The duties of *educational psychologists* include assessing and reporting for teachers and parents. They are appointed by open competition on a permanent contract, while their status with promotion and evaluation of the educational functions of the local authority is the responsibility of ▶ *Her Majesty's Inspector*.

Ekspert v inspectorat (Експерт в инспекторат)

Country: Bulgaria
Grammatical variants: Eksperti v inspectorat
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Inspector at a regional inspectorate for education, who oversees school activities within the region concerned. Inspectors are recruited on the basis of an open procedure by the Ministry of Education and Science following a proposal by the ▶ *Natchalnik na inspectorat*. For qualifications required, employer, status, see *natchalnik na inspectorat*.

Elevhandledare

Country: Finland
Level: Primary
Explanatory note: Swedish term for ▶ *Oppilaanohjaaja.*

Enrolled Team Inspector

Country: United Kingdom (E)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Inspector who inspects schools as part of an *Office for Standards in Education* (OFSTED) inspection team. Such inspectors must have at least five years of successful teaching experience and two years' experience of school management (for example as a ▶ *Headteacher*, ▶ *Deputy Headteacher*) or as an ▶ *Adviser* at a *local education authority*. They must then successfully complete an OFSTED training course and assessment. Main responsibilities include reading and assessing pre-inspection evidence, observing lessons and making judgements about the quality of education provided, contributing to inspection reports and providing feedback to school staff. They are recruited in accordance with an open competitive procedure and may be self employed, working under contract to private inspection contractors (for more information

on inspection contractors, see ▶ *Registered Inspector*), or employed directly by the contractors. The work of inspection teams is monitored regularly by ▶ *Her Majesty's Inspectors*; any other evaluation arrangements are a matter for the employer. Term used in Wales: *Team Inspector*.

Epitheoritis/tria (Επιθεωρητής/τρια)
Country: Cyprus
Grammatical variants: Epitheorites, epitheorit*
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: General term for ▶ *Epithoeoritis/tria genikon mathimaton,* ▶ *Epithoeoritis/tria idikon mathimaton* and ▶ *Epitheoritis/tria idikotitas*.

Epitheoritis/tria genikon mathimaton (Επιθεωρητής/τρια γενικών μαθημάτων)
Country: Cyprus
Grammatical variants: Epitheorites, epitheorit*
Level: Pre-primary/primary
Explanatory note: School inspector of pre-primary *(nipiagogeio)* and primary schools *(dimotiko scholeio)*. The qualifications required are those of teachers at the relevant level *(nipiagogos, daskalos/la)* and a minimum of 3 years' administrative and managerial experience as ▶ *Diefthindís/dria*. The persons concerned must provide evidence of excellent service in at least the 2 years immediately preceding their appointment, and very good knowledge of at least one of the most widely used European languages. Their responsibilities and tasks are primarily concerned with implementation of the government's educational policies for curriculum development and the evaluation of teaching staff *(nipiagogos, daskalos/la),* the ▶ *Voithos diefthindís/dria* and *diefthindís/dria*. These school inspectors cooperate with the *diefthindís/dria* in the administration and management of schools, as well as with the ▶ *Epithoeoritis/tria idikon mathimaton*. They act as advisers and counsellors to the teaching staff in all subject areas, except for the specialised areas (science, music, physical education, art, English as a second language, domestic science and special education). They develop in-service training programmes, conduct research, and construct evaluation tests as appropriate. For information on recruitment, appointment, employer and status, see *diefthindís/dria.* General term: *Epitheoritis/tria.*

Epitheoritis/tria idikon mathimaton (Επιθεωρητής/τρια ειδικών μαθημάτων)
Country: Cyprus
Grammatical variants: Epitheorites idikon mathimaton, epitheorit*
Level: Pre-primary/primary
Explanatory note: School inspector of pre-primary *(nipiagogeio)* and primary schools *(dimotiko scholeio)*. The qualifications required are those of teachers at the relevant level *(nipiagogos, daskalos/la),* and a postgraduate degree *(metaptichiacos titlos)* in one of the following areas: pre-primary education, science, music, physical education, art, English as a second language, domestic science or special education. Inspectors in this category are required to have at least 19 years of teaching experience, 5 of them in their subject area, or 3 years in the post of ▶ *Diefthindís/dria.* Their responsibilities and tasks are primarily concerned with implementation of the government's educational policies for curriculum development and the evaluation of teaching staff *(nipiagogos, daskalos/la)*, the ▶ *Voithos diefthindís/dria* and *diefthindís/dria* in specialised subject areas. They cooperate with the ▶ *Epithoeoritis/tria genikon mathimaton* in issues related to school administration, and act as advisers and counsellors to the teaching staff, develop in-service training programmes, conduct research and devise evaluation tests as appropriate. For information on recruitment, appointment, employer and status, see *diefthindís/dria*; for evaluation, see *epithoeoritis/tria genikon mathimaton.* General term: *Epitheoritis/tria.*

Epitheoritis/tria idikotitas (Επιθεωρητής ειδικότητας)
Country: Cyprus
Grammatical variants: Epitheorites idikititas, epitheorit*
Level: Lower/upper secondary

Explanatory note: School inspector of lower and upper secondary education institutions *(gymnasio, lykeio, techniki scoli)*. The qualifications required are those of teachers at the relevant level *(kathigitis/tria)* and a postgraduate degree *(metaptychiacos titlos)*, as well as at least 15 years of teaching experience, of which 2 should be in a post no lower than that of a ▶ *Voithos diefthindís/dria* and 5 should be in secondary education. Good knowledge of at least one of the most widely used European languages is also required. The responsibilities and tasks of inspectors in this category are primarily concerned with implementation of the government's educational policies for curriculum development and the evaluation of teaching staff *(kathigitis/tria)*. They act as advisers and counsellors to the teaching staff, organise in-service training programmes, conduct research and devise evaluation tests as appropriate. For information on recruitment, appointment, employer and status, see ▶ *Diefthindís/dria*; for evaluation, see ▶ *Epithoeoritis/tria genikon mathimaton*. General term: *Epitheoritis/tria.*

Erzieher/in

Country: Belgium (German-speaking Community)
Grammatical variants: Erzieher/innen, Erzieher*
Level: Lower/upper secondary
Explanatory note: Staff member who provides management, supervisory and educational support in schools for lower or upper secondary education *(Sekundarschule)*, or for special secondary education *(Sondersekundarschule)*. Staff in this category provide support and guidance to help pupils cope with difficulties during school hours, deal (on the authority of the ▶ *Direktor/in*) with administrative aspects of pupil academic records, school affairs and (to some extent) staff management. They also perform public relations tasks. A qualification as a teacher *(Primarschullehrer/in, Sekundarschullehrer/in)* or instructor (3 years of non-university tertiary training) is necessary for appointment to these posts. Recruitment requirements depend on the educational sector concerned. In schools administered by the German-speaking Community, recruitment is the responsibility of the Community Ministry which employs these staff with civil servant status, following a period of provisional appointmentss and a year-long placement. In the grant-aided private sector, staff are recruited on a contractual basis by the school administrative body *(Schulträger)*, a private law association which engages them first with temporary status and then – assuming a position is vacant – with permanent tenure. These terms are in some respects statutorily similar to those governing the employment of staff in Community schools. They are evaluated by the *Direktor/in* and the ▶ *Inspektor/in*. Synonym: *Aufseher-Erzieher*.

Esimies

Country: Finland
Grammatical variants: Esimiehet, esimieh*
Level: Upper secondary/tertiary
Explanatory note:

- Head of a faculty department at a university *(yliopisto)*, who supervises departmental activities. The person occupying this position, who may be a *professori*, another academically qualified member of the teaching staff or a researcher, is normally appointed by the departmental or faculty administrative body for its term of office (as a rule 3 years). While duties vary in accordance with the regulations of the university concerned, they usually include responsibility for the development and finances of the department and matters of personnel management. For information on recruitment procedure, employer, status and evaluation, see ▶ *Dekaani*. Synonym: *Johtaja*. Swedish term: *Prefekt*.
- Synonym for ▶ *Johtaja* at some secondary and tertiary education institutions (*ammatillinen oppilaitos, ammattikorkeakoulu* and *yliopisto*).

EWO

Country: United Kingdom (E/W/NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Abbreviation for ▶ *Education Welfare Officer.*

Fachinspektor/in

Country: Austria
Grammatical variants:Fachinspektoren/innen, Fachinspektor*
Level: Primary/lower/upper secondary
Explanatory note: Subject inspector in charge of the inspection of individual subjects such as music education, sports, information and communication technology or religion. Inspectors for religion are appointed by the church concerned. For full information, see ▶ *Schulinspektor/in*.

Fagkonsulent

Country: Denmark
Grammatical variants: Fagkonsulenter
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Subject inspector/adviser at schools for compulsory education *(folkeskole),* upper secondary education (*gymnsasium*, HF, HHX, HTX) or tertiary education institutions (*universiteter, handelshøjskoler, seminarer,* etc.), who is responsible for administrative monitoring and inspection of the institutions concerned. Staff who occupy this post have to be qualified to teach the subjects and at the level for which they are responsible, and are often experienced teachers although this is not an essential requirement. They work part time in the Ministry of Education and part time as teachers (*folkeskolelærer, overlærer,* etc.), maintaining the link between the Ministry and schools, monitoring the quality of education for the Ministry and giving professional advice to colleagues. They are recruited by the Ministry in accordance with an open procedure and employed on a dual fixed-term contract by the Ministry and the municipality in which they work. They are evaluated by the Ministry, which may decide to extend their period of employment.

Fagstjóri

Country: Iceland
Grammatical variants: Fagstjórar
Level: Primary/lower secondary
Explanatory note: School staff member in a municipally financed institution for compulsory education *(grunnskóli)*. Staff in this category are responsible for ensuring that the content and aims of the national core curriculum (NCG) and working guidelines for specific subjects are implemented at the school concerned. They are selected and appointed by the ▶ *Skólastjóri* and employed by the municipality. For qualifications required, see *skólastjóri*; for status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Field Officer

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Term used in Northern Ireland for ▶ *Advisory Teacher*.

Főigazgató

Country: Hungary
Grammatical variants: Főigazgatók, főigazgató*

Level: Tertiary
Explanatory note: Head of a tertiary education institution *(főiskola)* which is not divided into faculties. Persons appointed to this position are the legal representatives of their institution and assume educational and financial responsibilities. For full information, see ▶ *Főiskolai rektor*.

Főiskolai rektor

Country: Hungary
Grammatical variants: Főiskolai rektorok, főiskolai rektor*
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(főiskola)* consisting of several faculties. Persons appointed to this position must be qualified teachers at tertiary level (*egyetemi tanár, főiskolai tanár* or *egyetemi docens*). Their duties are described in the internal regulations of each institution and comprise financial responsibilities, activities concerned with the production and distribution of university publications, personnel management, and the administration of research, as well as the task of representing the institution concerned. They also retain a share of teaching activities. These top-level staff are recruited in accordance with an open procedure by the board of their institution and are appointed (or discharged) by the Prime Minister following a recommendation from the Minister of Education, who employs them with civil servant status.

Föreståndare

Country: Finland
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Swedish term for ▶ *Johtaja.*

Föreståndare

Country: Sweden
Level: Pre-primary
Explanatory note: Synonym for ▶ *Förskolechef.*

Förskolechef

Country: Sweden
Grammatical variants: Förskolechefer
Level: Pre-primary
Explanatory note: Head of an institution for pre-primary education (*förskola* or *förskoleklass*). In general, the qualifications required are those of a *förskollärare*, together with management skills and professional experience in teaching or some other sector. Selection is based on an open recruitment procedure organised by the municipality. Besides having to remain fully familiar with the daily work of their institution, these school heads are responsible for managing its budget and staff and for guiding and coordinating its educational activity. However, they do not normally have teaching duties themselves. In public sector institutions, they are appointed and employed by the municipality with civil servant status. For information on evaluation, see ▶ *Rektor* (school level). Synonym: *Föreståndare*.

Fritidspedagog

Country: Sweden
Grammatical variants: Fritidspedagoger
Level: Pre-primary/primary/lower secondary
Explanatory note: Staff member who works with children at pre-primary and compulsory education schools (*förskola* and *grundskola*), or in a separate leisure-time centre for schoolchildren *(fritidshem)*. The persons appointed may also take part in teaching, provide support for teachers and work closely with the ▶ *Kurator* and ▶ *Skolpsykolog*. The qualification required is a degree in teaching with specialisation in leisure-time educational activity. Staff in this category are recruited by the schools or leisure-time centres on an open basis and appointed by the ▶ *Rektor* (school level) or, in cases in which the centre is separate from the school, by the director of the centre concerned. Although they are not subject to individual evaluation, their general performance may be assessed as part of the overall responsibility of the *Skolverket* (National Agency for Education) for follow-up and evaluation of early childhood education/care and schooling. For information on employer and status, see ▶ *Studie- och yrkesvägledare*.

General Adviser

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Term used in Northern Ireland for ▶ *Education Officer*.

Glavni/na inšpektor/ica za šolstvo in šport

Country: Slovenia
Grammatical variants: Glavn* inšpektor* za šolstvo in šport
Level: All levels
Explanatory note: Chief inspector of the National Inspectorate for Education and Sport *(Inšpektorat Republike Slovenije za šolstvo in šport)*. Although no special training is required, the person appointed to this post must have at least a first university degree (4 years of study) and a minimum 10 years of experience as a teacher, ▶ *Ravnatelj/ica* (+) or ▶ *Svetovalni/na delavec/vka*. The chief inspector is manager of the National Inspectorate, which supervises the activities of public educational institutions (only the *višje strokovne šole* in the case of tertiary education), as well as the implementation of state-approved programmes in private pre-primary institutions *(vrtci)* and schools *(šole)*. The appointee is also responsible for evaluation of the ▶ *Inšpektor/ica za šolstvo*. The chief inspector is appointed by the government in accordance with a proposal of the Minister responsible for education and sport, employed by the State as a civil servant, and evaluated by the Minister.

Governor

Country: United Kingdom (E/W/NI)
Level: All levels
Explanatory note: Person who serves, on a voluntary basis, on the governing body of a *primary*, *secondary school*, *further education institution* (providing general and/or vocational education for students over compulsory school age) or tertiary education institution. In *further education institutions*, the official term for the governing body is the *corporation* and its members are *corporation members*, even though they are commonly referred to as *governors.* In some universities, the university council is the institution's governing body and the term 'member' is often used rather than *governor* to refer to members of the council. No particular qualifications are required but training is encouraged. The role of *governors* varies between different levels of education but, in general, they determine the general strategy of the institution, approve budgets and policies, ensure that legal requirements are met and provide representation from the community, industry, teaching and non-teaching staff and, in the case of schools, parents. In many institutions, *governors* assume specific responsibilities relating to a particular policy area or curriculum subject.

Grundschulleiter/in

Country: Belgium (German-speaking Community)
Grammatical variants: Grundschulleiter/innen, Grundschulleiter*

Level: Pre-primary/primary
Explanatory note: Head of a mainstream or special school for basic education *(Grundschule)* comprising pre-primary education (*Kindergarten* or *Vorschule*) and primary school *(Primarschule)*. Applicants for this post must be in-service generalist teachers or specialist teachers for certain subjects *(Primarschullehrer/in)*. Only the heads of *Grundschulen* with under 180 pupils continue to teach. For full information, see ▶ *Direktor/in*. Synonyms: *Hauptlehrer/in*, *Direktor/in, Schulleiter/in einer Grundschule*. General term: *Schulleiter/in*.

Grupphandledare

Country: Finland
Level: Upper secondary/tertiary
Explanatory note: Swedish term for ▶ *Ryhmänohjaaja.*

Guidance counsellor

Country: Ireland
Level: Lower/upper secondary
Explanatory note: Guidance counsellor at lower and upper secondary education institutions (*secondary, vocational, comprehensive schools, community schools* and *colleges*), including adult education. The qualifications normally required are those of a *teacher* at an appropriate level and a postgraduate *diploma in guidance and counselling*. The role of these counsellors is to provide for the personal, social, educational and vocational development needs of pupils and students. They carry out assessments, prepare pupils and students for interviews and job-search activities, help them to plan careers, and liaise with various public and voluntary community agencies. They are recruited, appointed and employed on a contractual basis by the relevant school management authorities.

Guidance teacher

Country: Malta
Level: Lower/upper secondary
Explanatory note: Guidance teacher at a primary or secondary education institution *(junior lyceum, secondary school, boys'/girls' school, junior college, higher secondary school).* Staff in this position have to have the background of a *teacher* and hold a *diploma in school counselling*, a 2-year university qualification. They provide guidance and advice to students and parents in coordination with the ▶ *School counsellor*, and teach for half the normal teaching time, devoting 12 lessons a week to their advisory activity. Their post is temporary and renewable annually. For information on recruitment, appointment, employer, status, evaluation, see ▶ *Head of school.*

Guidance teacher

Country: United Kingdom (SC)
Level: Lower/upper secondary
Explanatory note: Adviser/counsellor in a lower and upper secondary education institution *(secondary/comprehensive schools).* The person appointed is either a *principal teacher* or *assistant principal teacher* in a subject department, who has the additional responsibility of providing guidance to a nominated group of students within the school. *Guidance teachers* must meet with their students at least once every year on a one-to-one basis but there are no restrictions on the number of meetings with students on either an individual or group basis. These staff provide help and advice concerning subject choices, further or tertiary education options or career prospects, and may be involved in disciplinary or grievance matters involving students. There is usually an initial training programme for new guidance teachers with in-service courses available at the discretion of the local authority. For recruitment procedure, appointment, employer, status and evaluation, see *headteacher.*

Guidance tutor

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Tutor at a tertiary education institution (*college of further* or *higher education, university, university college*) who provides guidance to students. The persons concerned are usually teaching staff at the institution that employs them and are appointed on a permanent basis in

accordance with an open recruitment procedure conducted by it. This institution is evaluated by the *Scottish Higher Education Funding Council* with the assistance of the *Quality Assurance Agency*. Synonyms: *Course tutor, Supervisor*, *Director of Study.*

Gyakorlatvezető óvónő

Country: Hungary
Grammatical variants: Gyakorlatvezető óvónők, gyakorlatvezető óvónő*
Level: Pre-primary
Explanatory note: Staff member responsible for managing the (initial or in-service) practical training of prospective teachers in pre-primary establishments. The person appointed must be a qualified teacher *(óvodapedagógus)* in the establishment in which the training placement occurs *(óvoda)* and have completed 5 years in service. For recruitment, employer, status and evaluation, see ▶ *Óvodavezető*.

Gyakorlatvezető tanító

Country: Hungary
Grammatical variants: Gyakorlatvezető tanítók, gyakorlatvezető tanítók*
Level: Primary
Explanatory note: Staff member responsible for managing the (initial or in-service) practical training of prospective teachers in primary schools. The person appointed must be a qualified teacher *(tanító)* in the school in which the training placement occurs *(általános iskola)* and have completed 5 years in service. For recruitment, employer, status and evaluation, see ▶ *Óvodavezető*.

Gymnasiárchis (Γυμνασιάρχης)

Country: Cyprus
Grammatical variants: Gymnasiárches, gymnasiarch*
Level: Lower secondary
Explanatory note: Synonym for ▶ *Diefthindís/dria*.

Gymnasiárchis (Γυμνασιάρχης)

Country: Greece
Grammatical variants: Gymnasiárches, gymnasiarch*
Level: Lower secondary
Explanatory note: Head of a lower secondary education institution *(gymnasio)* who only teaches under exceptional circumstances. For full information, see ▶ *Diefthindís/dria*.

Hauptlehrer/in

Country: Belgium (German-speaking Community)
Grammatical variants: Hauptlehrer/innen, Hauptlehrer*
Level: Pre-primary/primary
Explanatory note: Synonym of ▶ *Grundschulleiter/in*.

Hauptschuldirektor/in

Country: Austria
Grammatical variants: Hauptschuldirektoren/innen, Hauptschuldirektor*
Level: Lower secondary
Explanatory note: Head of a lower secondary education institution *(Hauptschule)*. For full information, see ▶ *Volksschuldirektor/in*. General terms: *Direktor/in, Schulleiter/in*.

Head of Department

Country: United Kingdom (E/W/NI)
Level: Lower/upper secondary/post-secondary/tertiary
Explanatory note: The *Head of Department* is appointed to manage and coordinate the teaching of a subject area, for example, modern foreign languages, in a secondary school, *further* or tertiary education institution. No specific qualification is required except, in schools, that of qualified teacher status. These staff normally have a number of years of teaching and/or management experience and may also hold higher degrees (a *Master's degree* or *Doctorate*), as is usually required in tertiary institutions. Their responsibilities are determined by the institution concerned but may include teaching, managing and planning the curriculum for the subject, performance management and evaluation, providing leadership and guidance for subject staff, providing pastoral care and guidance for students and managing people and resources. Recruitment of *Heads of Department* is in accordance with an open competitive procedure. They are considered to be public employees and the employer is the governing body or, in some categories of school, the *local education authority* or *Education and Library Board* (in Northern Ireland). Their contracts are usually full time and permanent, and performance evaluation is normally carried out by the head of the institution (the ▶ *Headteacher* or ▶ *Principal*) or other senior member of staff.

Head of faculty

Country: Malta
Level: Tertiary
Explanatory note: Synonym for ▶ *Dean.*

Head of Faculty

Country: United Kingdom (E/W/NI)
Level: Upper secondary/post-secondary/tertiary
Explanatory note:
• Person who leads a faculty in some *further education institutions* (upper secondary, post-secondary and adult education). The qualifications required are determined by the institution, but newly appointed staff normally have a first degree (in general a

Bachelor's degree) and a substantial number of years of teaching and management experience. They may also hold postgraduate qualifications or a higher degree, as is normally required in tertiary institutions. Their main responsibilities depend on the particular post, but they include providing academic leadership and guidance for faculty staff, managing staff and resources, planning and curriculum development and performance management and evaluation. Normally recruited in accordance with an open competitive procedure, these staff are employed by the institution concerned, which also determines performance evaluation arrangements. Their contracts are usually full time and permanent.

• Term used for ▶ *Dean* in some universities.

Head of Key Stage

Country: United Kingdom (E/W/NI)
Level: Primary/lower/upper secondary
Explanatory note: Staff member who is a qualified teacher appointed to manage and coordinate the teaching of pupils within a specific *key stage* (ages 4/5-7/8, 7/8-11, 11-14 and 14-16). Apart from an initial teaching qualification, no additional qualification is required but candidates may also hold postgraduate qualifications or higher degrees (a *Master's degree* or *Doctorate*). Newly appointed staff normally have a number of years of teaching and/or management experience. Their responsibilities are determined by the school but may include teaching, coordinating and planning the key stage curriculum, performance management and evaluation for the key stage, providing staff leadership and guidance as well as pastoral care and guidance for pupils, and managing resources. These staff are recruited in accordance with an open competitive procedure by the school and are considered to be public employees. Their employer is either the school governing body or the *local education authority* (LEA) (*Education and Library Board* in Northern Ireland), and their contracts are usually full-time and permanent. Performance evaluation is normally carried out by the ▶ *Headteacher* or ▶ *Principal* or other senior staff member.

Head of school

Country: Malta
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of a pre-primary, primary or secondary education institution *(kindergarten centre, primary school, junior lyceum, secondary school, boys'/girls' school, junior college, higher secondary school)*. The qualifications required are those of an ▶ *Assistant head of school*, at least 4 years of service in this position and the *diploma in school management and administration*. The responsibilities of these heads, who have no teaching activities, comprise administrative, financial and educational tasks. In public-sector schools, they are recruited in accordance with an open procedure and appointed by the Prime Minister on the recommendation of the Public Service Commission. They are employed, as civil servants, by the education division from among in-service *assistant heads of school* and evaluated by the *assistant director of education.* In grant-aided private schools, they are employed on a contractual basis by the school governing body.

Head of Sixth Form

Country: United Kingdom (E/W/NI)
Level: Upper secondary
Explanatory note: Staff member who is a qualified teacher appointed to manage and coordinate the teaching of pupils in the sixth form (ages 16-18). For qualifications required, experience, main responsibilities, employment status and evaluation, see ▶ *Head of Key Stage*.

Head of special schools

Country: Malta
Level: Pre-primary/primary/lower secondary
Explanatory note: Head of a pre-primary, primary, or lower secondary education institution for pupils with special needs. The person appointed has to hold a recognised qualification in special education, which may range from a university *diploma* to a PhD. Applicants must also have served as an ▶ *Assistant head of school* with 4 years of experience in state schools for special

education. For information on responsibilities, recruitment, appointment, employer, status and evaluation, see ▶ *Head of school*.

Head of Year

Country: United Kingdom (E/W/NI)
Level: Lower/upper secondary
Explanatory note: Staff member who is a qualified teacher appointed to manage and coordinate the teaching of pupils within a specific year group. Apart from an initial teacher training qualification, no specific qualification is required but newly appointed staff normally have a number of years of teaching experience. Their responsibilities are determined by the school, but they may include monitoring student attainment and raising standards, providing pastoral support and guidance for students and providing leadership and guidance for class *Tutors*. These staff are recruited in accordance with an open competitive procedure by the school and are considered to be public employees. For information on employer, status and evaluation, see ▶ *Head of Key Stage*.

Headteacher

Country: Ireland
Level: Pre-primary/primary
Explanatory note: Synonym for ▶ *Principal teacher.*

Headteacher

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of a school who is a qualified teacher appointed to undertake the management and administrative responsibilities involved in running a school. The *National Professional Qualification for Headteachers* (NPQH) is available and will become a mandatory qualification for all those taking up new headship posts in the future. Persons newly appointed normally have a number of years of teaching and management experience as ▶ *Deputy Headteacher* and/or ▶ *Assistant Headteacher*. They may also hold higher degrees (a *Master's degree* or *Doctorate*). Their main responsibilities are providing leadership and ensuring high standards of education, development planning and performance management, managing and organising staff and resources, managing the curriculum and promoting good relations with parents and the community. School heads are recruited in accordance with an open competitive procedure by the school governors and are considered to be public employees. Their employer is either the school governing body or the *local education authority* (LEA), and their contracts are usually full-time and permanent. Their performance is evaluated by the school governing body. Equivalent term in Northern Ireland: *Principal*.

Headteacher

Country: United Kingdom (SC)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of a pre-primary, primary or secondary education institution (*nursery*, *primary* and *secondary/comprehensive schools*), including special education institutions. The qualifications required are those of teachers at the corresponding level, two years of provisional service, full registration with the *General Teaching Council for Scotland* and a minimum of 10 years' professional experience, including administrative as well as teaching duties. Selection is based on an open recruitment procedure managed by the local authority. These heads, who are employed and appointed by the authority on the basis of a permanent contract, are responsible for day-to-day management, administration and the implementation of national guidelines on curriculum and assessment. Depending on the size of the school, they may perform some teaching activities. During the process of school inspection carried out by ▶ *Her Majesty's Inspector*, key areas of school activity are evaluated, including the management and leadership functions. Synonym: *Rector* (lower and upper secondary education).

Her Majesty's Chief Inspector

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secon-

dary/post-secondary
Explanatory note: Head of the inspection bodies, *Office for Standards in Education* (OFSTED) and Estyn, in England and Wales respectively. Both persons usually have a successful record of education management and, in particular, experience of performance and quality management processes. Their full titles are *Her Majesty's Chief Inspector of Schools* in England and *Her Majesty's Chief Inspector of Education and Training* in Wales. The phases and types of education covered by *Her Majesty's Chief Inspectors* differ slightly between England and Wales. In general, they have statutory responsibilities for providing advice to the government on the quality of education (and, in Wales, training), the standards achieved, whether the financial resources made available are managed efficiently, and the spiritual, moral, social and cultural development of students. They are recruited in accordance with an open competitive procedure and are Crown appointments under the School Inspection Act 1996 for a term of no more than five years. They may or may not be civil servants. The work of OFSTED and Estyn is subject to the scrutiny of Parliament and the National Assembly for Wales. Abbreviation: HMCI.

Her Majesty's Chief Inspector

Country: United Kingdom (SC)
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Officer in *Her Majesty's Inspectorate of Education* with a shared responsibility for leading and managing the inspection programme and for the contribution of the *Inspectorate* to educational development and policy advice. The persons appointed are responsible for inspection activity in schools and links with education authorities in the western, eastern and northern divisions into which Scotland is divided for these purposes. For information on qualifications, appointment, employer and status, see ▶ *Her Majesty's Inspector*.

Her Majesty's Inspector

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: A permanent professional inspector within the *Office for Standards in Education* (OFSTED) (England) and Estyn (Wales). These inspectors mostly have substantial teaching and management experience in educational institutions and/or local authority advisory services. They may also have undertaken postgraduate qualifications or higher degrees (a *Master's degree* or *Doctorate*). They are responsible for overseeing the inspection process and for direct inspections of some areas of provision. They are called *Her Majesty's Inspector of Schools* in England and *Her Majesty's Inspector of Education and Training* in Wales. The phases and types of education covered by them differ slightly between England and Wales. Recruited in accordance with an open competitive procedure, *Her Majesty's Inspectors* observe independent inspection teams and assess the quality of their judgments. They also offer advice to government departments and organisations, take forward and develop the evidence emerging from inspections, and report on issues, trends, standards and quality within the education system to suggest ways of improving it. They are civil servants employed on permanent contracts by OFSTED or Estyn, which are responsible for determining performance evaluation arrangements. Abbreviation: HMI.

Her Majesty's Inspector

Country: United Kingdom (SC)
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Inspector working at *Her Majesty's Inspectorate of Education* (HMIE), an executive agency of the *Scottish Executive Education Department* (SEED). Inspectors should have substantial teaching and management experience as either ▶ *Headteacher,* ▶ *Deputy headteacher* or *principal teacher*. They receive special training during the first year of their appointment, following their selection by interview. They inspect and report across a wide range of educational establishments and

services, aspects of teacher education, tertiary education and the educational functions of local authorities. They also produce reports on aspects of education, including a series on effective practice across curricular subjects and on effective provision for special educational needs, and provide guidance on quality and practice at all levels of education. In addition, they are responsible for the inspection of independent schools and for inspecting the welfare of residential pupils. Inspectors, who have civil servant status, are employed by HMIE (linked to the SEED) and appointed by the Queen on the recommendation of the First Minister. Their evaluation of educational institutions and local authorities is a combination of self-evaluation carried out by the centre and observation of staff and investigation into education and administration practices. Abbreviation: HM *Inspector*.

Her Majesty's Senior Chief Inspector

Country: United Kingdom (SC)
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Head of *Her Majesty's Inspectorate of Education.* The *Senior Chief Inspector* is a promotion post for ▶ *Her Majesty's Chief Inspector.* The role of staff in this position is managerial and does not require active participation in inspections. For information on qualifications, recruitment, appointment, employer and status, see *Her Majesty's Inspector*. Abbreviation: *HM Senior Chief Inspector*.

Hlavný/ná školský/ká inšpektor/ka

Country: Slovakia
Grammatical variants: Hlavn* školsk* inšpektor*
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of the State School Inspectorate *(štátna školská inšpekcia)*. The chief school inspector must have completed university education and have 12 years of experience in school management. Responsibilities of the post include authorising and determining the overall scope of school inspection, and specifying the methods and evaluation criteria involved. The head of the inspectorate submits an annual plan for inspection and annual report on the state of education to the Minister of Education and, in cases of serious failure, can require dismissal of a school head by the school founder. (S)he is appointed by the Minister of Education of the Slovak Republic for a 5-year term, employed by the *štátna školská inšpekcia* and has civil servant status.

HM Inspector

Country: United Kingdom (SC)
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Abbreviation for ▶ *Her Majesty's Inspector*.

HM Senior Chief Inspector

Country: United Kingdom (SC)
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Abbreviation for ▶ *Her Majesty's Senior Chief Inspector*.

HMCI

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Abbreviation of ▶ *Her Majesty's Chief Inspector*.

HMI

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Abbreviation of ▶ *Her Majesty's Inspector*.

Høgskolerektor

Country: Norway
Grammatical variants: Høgskolerektoren, høgskolerektorer, høgskolerektorene
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(høgskole)* with special responsibility for academic affairs, who cooperates closely with the administrative head *(høgskoledirektør)*. For full information, see ▶ *Universitetsrektor*.

Hoofdinspecteur

Country: Netherlands
Grammatical variants: Hoofdinspecteurs
Level: Primary/lower/upper secondary/ tertiary
Explanatory note: Chief inspector in the education inspectorate *(inspectie van het onderwijs)*, who is responsible for the oversight of primary *(basisonderwijs),* secondary (VMBO, HAVO or VWO), adult and vocational *(praktijkonderwijs, middelbaar beroepsonderwijs)*, or tertiary education institutions *(universiteit, hogeschool)*. Managerial experience as well as the qualifications of an ► *Inspecteur (van het onderwijs)*, are required for appointment to this post. Chief inspectors have to supervise the inspectors working in the sector concerned and ensure that schools comply with statutory regulations and keep their provision fully up to date. To this end, they are responsible for arranging school visits, promoting the development of education through consultation with school staff, as well as with regional, local and other appropriate authorities, and for reporting to and advising the Minister of Education, either on request or at their own initiative. They are appointed by the Minister on the basis of a proposal of the ► *Inspecteur (generaal van het onderwijs)* and in accordance with an open recruitment procedure. They are employed, with civil servant status, by the *inspectie van het onderwijs*, under a civil law contract.

IA-IPR
Country: France
Level: Lower/upper secondary
Explanatory note: Abbreviation of ▶ *Inspecteur/trice d'académie – Inspecteur/trice pédagogique régionale*.

IEN
Country: France
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Abbreviation of ▶ *Inspecteur/trice de l'éducation nationale*.

Igazgató
Country: Hungary
Grammatical variants: Igazgatók, igazgató*
Level: Primary/lower/upper secondary
Explanatory note: Head of a primary or lower secondary school *(általános iskola)*, or an upper secondary school *(gimnázium, szakközépiskola, szakiskola, szakmunkásképző iskola)*, including schools for special education. For full information, see ▶ *Óvodavezető*.

IGEN
Country: France
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Abbreviation of ▶ *Inspecteur/trice général/e de l'éducation nationale*.

Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė
Country: Lithuania
Grammatical variants: Ikimokyklinio ir pradinio ugdymo įstaigos direktoriai/orės
Level: Pre-primary/primary
Explanatory note: Head of a pre-primary or primary education institution (*lopšelis-darželis, darželis, darželis-mokykla* or *pradinė mokykla*). The qualifications required are a diploma from a *aukštesnioji pedagoginė mokykla* (college-level teacher training school) or a university-level qualification in teacher training and at least 3 years of teaching experience. Where prospective heads have been university trained in a field other than teacher training, they are expected to have managerial experience. Following their appointment, they are offered in-service training and appraised for designation to one of three administrative categories, each corresponding to a particular status. These heads are employed and appointed for 5 years by the local authority (municipality) on the basis of an open recruitment procedure. Their responsibilities comprise administrative, financial and educational tasks, human resources management and public relations, and they may also have teaching duties. Staff in the first administrative category are assessed by the appraisal commission *(savivaldybės atestacijos komisija)* of the local/municipal education authority, and those in the second and third categories by the chief appraisal commission at the

Ministry of Education and Science *(vyriausioji atestacijos komisija prie švietimo ir mokslo ministerijos)*. The civil servant status of staff in all three categories was abolished with effect from 1 July 2002.

Inspecteur

Country: Belgium (French Community)

Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note: Inspector in pre-primary, primary, secondary and 'short' tertiary education *(école maternelle, école primaire, athénée, collège, lycée, Haute École)*, including special and adult education. Inspectors work in the inspectoral departments of the Ministry of the French Community. A special department of this kind also inspects the learning guidance and support centers (the *centres psycho-médico-sociaux*). In the public *(réseau officiel)* or private grant-aided sector *(réseau libre)*, the main task of inspectors is to see whether institutions are providing education that complies with the official requirements (whether the level of courses is satisfactory and whether curricula approved by the Ministry are implemented) for grant support. In institutions administered by the French Community, inspectors are involved in the choice of teaching methods. Besides appraising the individual activity of teachers, they are responsible for advising them, guiding and supporting educational team-work, organising and supervising in-service teacher training and, from a technical standpoint, setting up collaboration with those in the socio-professional sector. Here too they perform tasks related to guidance. In grant-aided institutions, their duties concerned with the conduct of education and teaching are entrusted to educational supervisors in the sector concerned. In order to be appointed, inspectors should be qualified teachers with at least 10 years of experience in education and aged at least 35. They are recruited by the inspectorate which organises examinations to test their ability for the work entailed. They obtain a certificate *(brevet)* and are then selected by the Ministry in accordance with the results obtained. For status, see ▶ *Directeur/trice*.

Inspecteur (generaal van het onderwijs)

Country: Netherlands

Level: Primary/lower/upper secondary/tertiary

Explanatory note: Senior chief inspector responsible for the work of the education inspectorate *(inspectie van het onderwijs)*, including its annual work programme, the appointment of ▶ *Inspecteur (van het onderwijs)* and thematic reports on aspects of the state of education. The person who occupies the post is expected to have extensive experience and knowledge of education, as well as broad managerial experience and political acumen. The senior chief inspector reports regularly to the Minister of Education on all matters within the remit of the inspectorate. The appointment is made by the Cabinet of Ministers on the basis of a proposal by the Minister of Education, and in accordance with an open recruitment procedure in which political considerations may also play a part. For information on employer and status, see ▶ *Hoofdinspecteur*.

Inspecteur (van het onderwijs)

Country: Netherlands

Grammatical variants: Inspecteurs (van het onderwijs)

Level: Primary/lower/upper secondary/tertiary

Explanatory note: Inspector of education responsible for inspecting schools and other educational institutions in one of four different categories: at primary level *(basisonderwijs),* secondary level (VMBO, HAVO or VWO), in adult and vocational provision *(praktijkonderwijs, middelbaar beroepsonderwijs)*, or at tertiary level *(universiteit, hogeschool)*. Inspectors are required to have experience in the relevant sector, as well as broad knowledge and analytical skills. They are appointed by the ▶ *Inspecteur (generaal van het onderwijs)* on the basis of a proposal by the ▶ *Hoofdinspecteur* concerned and in accordance with an open recruitment procedure. In the event of serious complaints about and by schools, but only those which mandatory school complaint committees have been

unable to resolve satisfactorily, inspectors are known as *vertrouwensinspecteur*. For information on employer and status, see *hoofdinspecteur*.

Inspecteur/trice

Country: Belgium (Flemish Community)
Grammatical variants: Inspecteurs/trices
Level: Pre-primary/primary/lower/upper secondary
Explanatory note:

- Inspector in the inspectorate of the Flemish Community, who supervises the implementation of tasks entrusted to school administrative authorities or bodies *(inrichtende machten)* at pre-primary, primary and secondary levels of education, as well as education for 'social advancement' *(onderwijs voor sociale promotie)*. Inspectors are recruited from among teaching staff (*kleuteronderwijzer/es, onderwijzer/es, geaggregeerde voor het secundair onderwijs* (+)) with at least 10 years of experience in one of the major sectors of education *(onderwijsnetten)*. Half of them are from the Community or grant-aided public sectors and the other half from the grant-aided private sector. Besides implementing quality control in institutions in general, these inspectors ensure that school administrative bodies *(raad van bestuur)* make proper use of the resources allocated to them by the Flemish Community and prepare an annual report intended to inform educational policy and advise those responsible for it. They are recruited on the basis of an examination organised by the Flemish Community and employed and appointed by the Community Ministry of Education. They are evaluated annually by specially trained evaluators in the inspectorate of the Community Department for Educational Development. For information on status, see ▶ *Directeur/trice*. When they head the Community Inspectorate, they are known as: *Inspecteur/trice generaal*.
- Inspector working for the inspectorate at centres for educational guidance (*centra voor leerlingenbegeleiding*, or CLB) and the ▶ *Psycho-pedagogisch consulent/e*. These persons are responsible for implementation of the legal provisions with which centres have to comply, as well as quality control and the provision of advice on educational policy for CLB operations.
- Inspector working for a city-based inspectorate in larger cities such as Antwerp, Ghent, and Mechelen, which is responsible for their grant-aided public-sector schools. These staff are appointed and employed, with civil servant status, by the municipal education authority.

Inspecteur/trice

Country: Luxembourg
Level: Pre-primary/primary
Explanatory note: Inspector of pre-primary and primary education (*Spillschoul* or *école primaire*), including special education. Staff in this category are responsible for putting into practice the laws and regulations concerning pre-primary and primary education and implementing the curricula of the Ministry of Education. For this purpose, they regularly visit schools under their geographical jurisdiction. In order to be appointed, they have to have successfully completed university training lasting at least four years. In addition they have to follow a special three-year (theoretical or practical) course *(stage)* which ends with a final examination. Prior to appointment, inspectors also have to have acquired at least five years of experience as teachers in pre-primary or primary education. They are employed and appointed, with civil servant status, by the Ministry of Education.

Inspecteur/trice d'académie – Inspecteur/trice pédagogique régional/e

Country: France
Level: Lower/upper secondary
Explanatory note: An inspector entrusted with the quality control of education in a *collège*, or a *lycée d'enseignement général et technologique*. As part of their responsibilities, inspectors in this category evaluate the individual activity and teamwork of teaching staff *(professeurs certifiés, professeurs agrégés, professeurs d'éducation physique et sportive)*, those concerned with broader educational matters (▶ *Conseiller/ère*

principal/e d'éducation), or staff who provide guidance and counselling (▶ *Conseiller/ère d'orientation-psychologue*), and they may also act as technical advisers to the *recteur d'académie* (responsible for the regional activities of the Ministry). They have specialised in a particular subject area. Recruitment is from among university teachers, *professeurs agrégés*, management staff (▶ *Principal/e,* ▶ *Proviseur/e*) and the ▶ *Inspecteur/trice de l'éducation nationale* (IEN), either by competitive examination open to those who have completed five years in service or, in the case of IEN, from a list of qualified candidates who satisfy certain seniority or merit requirements. Candidates who perform successfully in the examination undertake alternated work and training for two years at the Ministry of Education training centre (22 weeks) and in an *académie*. On completion of this training, they are granted a tenured position. They are appointed on an order from the Minister of Education and receive their tenure following a decree issued by the President of the Republic. They are state employees with civil servant status. These inspectors are responsible to the *recteur d'académie*, and their activity is coordinated by the ▶ *Inspecteur/trice générale de l'éducation nationale*. Abbreviation: IA-IPR.

Inspecteur/trice de l'éducation nationale

Country: France

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: An inspector entrusted with the quality control of education in an *école maternelle, école élémentaire*, *lycée professionnel* or apprenticeship training centre. As part of their responsibilities, those appointed evaluate the individual activity and team-work of teaching staff *(professeur des écoles, instituteur, professeur de lycée professionnel)*, and they may also act as technical advisers to the *Inspecteur d'académie – directeur des services départementaux de l'éducation nationale*. Recruitment is from among teaching staff in primary and secondary education *(professeur des écoles, instituteur, professeur certifié, professeur agrégé, professeur d'éducation physique et sportive, professeur de lycée professionnel)*, staff with broader educational responsibilities (▶ *Conseiller/ère principal/e d'éducation*), and those who provide guidance or counseling (▶ *Conseiller/ère d'orientation-psychologue*) or are involved in management (▶ *Principal/e,* ▶ *Proviseur/e*). Recruitment is either by competitive examination open to those who have completed five years in service, or from a list of qualified candidates who satisfy certain seniority or merit requirements. Candidates who perform successfully in the examination undertake alternated work and training for two years at the Ministry of Education training centre (22 weeks) and in an *académie* or one of its geographical subdivisions. On completion of this training, they are granted a tenured position. Their appointment with tenure is by order from the Minister of Education. They are state employees with civil service status, who are responsible to the *inspecteur d'académie-directeur des services départementaux de l'éducation nationale*, and whose activity is coordinated by the ▶ *Inspecteur/trice general/e de l'éducation nationale*. Abbreviation: IEN.

Inspecteur/trice generaal

Country: Belgium (Flemish Community)

Grammatical variants: Inspecteurs/trices generaal

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Head of the Flemish Community inspectorate. For full information, see ▶ *Inspecteur*.

Inspecteur/trice général/e de l'éducation nationale

Country: France

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: An inspector entrusted with the quality control of education in an *école maternelle*, *école élémentaire*, *collège* or *lycée.* Recruitment is from among tenured category A civil servants with ten years in service, including five years of experience in

teaching, who hold the *doctorat d'État*, the *agrégation* or a qualification recognised as equivalent. These inspectors are responsible for evaluating types of education, teaching content, courses, teaching methods, procedures and resources used by schools. Depending on their area of specialization, they are allocated to one of the subject area groups, or to the 'primary education' or 'schools and school life group'. They coordinate the action of inspectoral staff concerned with evaluating teaching activity ▶ *Inspecteur/trice de l'éducation nationale* and ▶ *Inspecteur/trice d'académie – Inspecteur/trice pédagogique régional/e*. Appointments are by decree from the President of the Republic following a proposal from the Minister of Education who receives the opinion of a consultative committee consisting of seven *inspecteurs généraux*, seven directors from central administration and seven academics appointed by the Minister. In each *académie* (region), an inspector is appointed as *académie* representative for three years. Staff in this category are state employees with civil servant status. Abbreviation: IGEN.

Inspecteur-adviseur

Country: Belgium (Flemish Community)

Grammatical variants: Inspecteurs- adviseur

Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note: Inspector of philosophical and religious courses offered in primary and secondary institutions, as well as tertiary level teacher training institutions *(hogescholen)*. Inspection of these courses is organised by the official representative body of each recognised philosophical or religious community. The staff concerned are responsible for inspection of all learning materials, the state of classrooms in which courses are provided, and the level and quality of the teaching and learning that takes place. They advise the government as regards promising initiatives, and report back to the recognised agencies of recognised denominations, the recognised association for non-denominational ethics and the *Inspecteur-generaal* of the Flemish Community inspectorate.

Inspector

Country: Ireland

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: School inspector working for the inspectorate of the Department of Education and Science (DES), who is responsible for inspection at state- funded pre-primary, primary, lower and upper secondary education institutions (*pre-schools*, *primary, secondary, vocational, comprehensive, community schools* and *community colleges*). The qualifications required are those of a teacher at the corresponding level (*mainstream class teacher, teacher* (+)) with a *first* or *second class honours* degree. Furthermore, *inspectors* working at primary or secondary levels must have at least 3 years of teaching experience or, in the case of those working at secondary level, relevant industrial or research experience. These inspectors evaluate the quality and effectiveness of the services provided at the schools for which they are responsible. They inspect those schools and produce reports based on their findings during a series of incidental visits, often culminating in a number of full-day visits. In large schools, a team of *inspectors* might be involved in performing these duties. Secondary level *inspectors* are appointed as specialists in a particular subject or subject area and inspect teaching in it at lower and upper secondary education institutions. The recruitment of these staff is based on an open procedure organised by the civil service and local appointments commissioners. They are appointed and employed on a permanent basis, with civil servant status, by the Minister of Education and Science (or may be seconded to the service on a temporary basis). They are evaluated by the DES or other departments through commissioned studies of the inspectorate and by the ▶ *Deputy chief inspector* and the ▶ *Assistant chief inspector.* The first promotion grade for inspectors is *Senior/divisional inspector*.

Inspector

Country: United Kingdom (NI)

Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: In Northern Ireland, an *Inspector* monitors, inspects and reports on the provision of education and training as part of *Education and Training Inspectorate* (ETI) inspection teams. These inspectors must be qualified teachers with 10 years of experience in employment, 5 of which must be teaching or training, and 3 years of experience (within the 5 years prior to appointment) in leading and managing curriculum development. Their main responsibilities depend on the particular post, but include evaluation and reporting on the work of institutions, encouraging education and training staff to maintain and improve the learning experiences offered, and the standards achieved by learners. They also inform and advise government on current policies in education and training and contribute to the development of future policies. These inspectors are recruited in accordance with an open competitive procedure by the Department of Education which employs them as civil servants on permanent contracts. Performance evaluation arrangements are determined by the ETI. The term *Inspector* is also used as a generic term and in some local education authorities in England and Wales as a synonym for ► *Adviser*.

Inspector general

Country: Romania

Grammatical variants: Inspectori generali

Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: Inspector within the Ministry of Education and Research who works at pre-primary, primary, lower secondary, upper secondary and post-secondary education institutions *(grădiniță, școală primară, școală generală, liceu, școală profesională, școală postliceală)*, including those for special education. These inspectors have to be teachers *(profesor/oară)* with grade I teaching qualifications, 8 years of experience and several years of experience in management. They also have to take further training courses lasting 120 hours over a 2-year period in one or several sessions within university teacher training departments. They are in charge of coordination and monitoring activities performed by the ► *Inspector principal de specialitate*. These staff are recruited by competitive examination, appointed by the Minister of Education and Research for 4 years, and employed by the Ministry on a contractual basis. They are evaluated by the Department for Evaluation and Prognosis within the Ministry.

Inspector principal de specialitate

Country: Romania

Grammatical variants: Inspectori principali de specialitate

Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: Inspector within the Ministry of Education and Research who works at pre-primary, primary, lower secondary, upper secondary and post-secondary educational institutions *(grădiniță, școală primară, școală generală, liceu, școală profesională, școală postliceală)*, including those for special education. These inspectors evaluate the educational process in relation to specific subjects. Their activities are coordinated by the ► *Inspector general*. For qualifications required, see ► *Inspector școlar*. For recruitment, appointment, employer, status and evaluation, see *inspector general*.

Inspector școlar

Country: Romania

Grammatical variants: Inspectori școlari

Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: Inspector within the County School Inspectorate *(Inspectoratul Școlar Județean)* who works at pre-primary, primary, lower secondary, upper secondary and post-secondary education institutions *(grădiniță, școală primară, școală generală, liceu, școală profesională, școală postliceală)*, including those for special education. These inspectors have to be teachers *(profesor/oară)* with grade II teaching qualifications, 8 years of experience and several years of experience in management. They also have to take further training courses lasting 120 hours over a 2-year period in one or several sessions within

university teacher training departments. They perform general school inspection, and evaluate the educational process, in-service training and the accomplishment of managerial tasks by the ▶ *Director*. Each *inspector școlar* has periodically to monitor a certain number of school units, analysing official school documents, observing the teaching process and conducting interviews in areas such as teaching staff resources and mobility, development of teaching skills and extramural activities. Staff in this category are recruited following an open competitive examination, appointed by the ▶ *Inspector școlar general* for 4 years, and employed by the County School Inspectorate on a contractual basis. They are evaluated by the *inspector școlar general*.

Inspector școlar de specialitate

Country: Romania
Grammatical variants: Inspectori școlari de specialitate
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Inspector within the County School Inspectorate *(Inspectoratul Școlar Județean)* who works at pre-primary, primary, lower secondary, upper secondary or post-secondary education institutions *(grădiniță, școală primară, școală generală, liceu, școală profesională, școală postliceală)*, including those for special education. These inspectors evaluate the educational process in relation to specific subjects, and have periodically to monitor a certain number of school units. For qualifications required, appointment, employer, status and evaluation, see ▶ *Inspector școlar*.

Inspector școlar general

Country: Romania
Grammatical variants: Inspectori școlari generali
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Head of the County School Inspectorate *(Inspectoratul Școlar Județean)*. Staff in this category are in charge of coordinating the general activity of the Inspectorate, and report regularly to the Minister for Education and Research on the state of education in schools under their jurisdiction. They are appointed for 4 years by the Minister, following successful performance in a competitive examination. They are employed by the County School Inspectorate on a contractual basis, and evaluated by the Department for Evaluation and Prognosis within the Ministry of Education and Research. For qualifications required, see ▶ *Inspector general*.

Inspector/a

Country: Portugal
Grammatical variants: Inspectores/as
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Inspector responsible for the monitoring and oversight of education or technical assistance *(apoio técnico)* in institutions at all levels of education. In order to be eligible for the competitive recruitment examination organised by the general education inspectorate (*Inspecção Geral da Educação*, or IGE), candidates must possess the university degree of *licenciatura* as a minimum requirement. Those whose examination performance is satisfactory must then undertake a practical placement in which have to be awarded the grading of at least good *(bom)*. Those wishing to join the inspectorate for technical education *(inspecção técnico-pedagógica)* are recruited from among teachers who have at least five years of experience, as well as the licenciatura, and have undertaken teacher training or a placement *(professores licenciados e profissionalizados)*. These inspectors are responsible for the evaluation and implementation of directives for technical education, as well as for monitoring the administrative, financial and property management of educational institutions and services. They are employed by the State with civil servant status.

Inspector/a de Educación

Country: Spain
Grammatical variants: Inspectores/as de Educación
Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note: Educational inspector for pre-primary, primary, secondary and tertiary non-university education institutions *(escuela infantil, colegio de educación primaria, instituto de educación secundaria, instituto de formación profesional superior, Escuela Oficial de Idiomas, conservatorio, escuela de arte)*. The role of these inspectors is to monitor and supervise the running of public-sector and private institutions, from both an educational and organisational standpoint. They are actively involved in helping to enhance the quality of teaching and the work of schools in general, as well as educational reform and innovation. They also contribute to evaluation of the education system, including the managerial and teaching activities of schools. Further tasks of the inspectors are to provide counselling, guidance and information to the broader educational community on its rights and obligations, and to report on educational initiatives sponsored or authorised by the Autonomous Communities. Established in general terms on a national basis, the foregoing responsibilities are defined by each Autonomous Community in greater detail. Inspectors, who are recruited regionally by competitive examination, have to belong to one of the official categories of teachers in the public sector, with at least 10 years' experience of teaching. They are also expected to be competent, where appropriate, in the official regional language of their Autonomous Community. They are appointed and employed with civil servant status by the appropriate education authority of the Autonomous Community concerned, which is also responsible for their evaluation.

Inspector/a de Servicios en Universidades

Country: Spain

Grammatical variants: Inspectores/as Servicios en Universidades

Level: Tertiary

Explanatory note: Staff member in the services inspectorate *(inspección de servicios)* of a university. The role of these inspectors is to monitor the operation of all university services, supervise and follow-up the exercise of academic discipline, and conduct preliminary investigation of all disciplinary proceedings. They provide advice and report on any matter within the remit of the inspectorate to all centres, departments, units and offices at the request of those responsible for them, or the ▶ *Rector/a*. Inspectors are appointed by the *rector/a* either from among civil servants on the teaching or administrative staff of the university, or from members of its social council *(consejo social)*. Appointees with civil servant status have normally been recruited on the basis of a national or regional competitive examination. All staff in this category are employed by the university and evaluated by the appropriate authorities in the Autonomous Community concerned.

Inšpektor/ica za šolstvo

Country: Slovenia

Grammatical variants: Inšpektorji/rice za šolstvo, inšpektor* za šolstvo

Level: All levels

Explanatory note: School inspector at the National Inspectorate for Education and Sport *(Inšpektorat Republike Slovenije za šolstvo in šport)*. Applicants for posts in this category must have at least a first university degree (4 years of study), a minimum 7 years of professional experience (in education, counselling, research or the development of educational administration), and must have passed a state examination in administrative procedure *(strokovni izpit iz upravnega postopka)*. One year after being appointed, they have to pass a special school inspector examination *(strokovni izpit za inšpektorja za šolstvo)* and, every 4 years, a test of professional efficiency *(preizkus strokovne usposobljenosti za inšpektorja za šolstvo)* in order to retain their positions. These inspectors are responsible for overseeing the activity of educational institutions (only the *višje strokovne šole* in the case of tertiary education) in the annual programme of the Inspectorate, and ensuring that each school or pre-primary institution is inspected every 5 years. They may also visit institutions without warning to identify and eliminate any cases of malpractice that may have been reported to them. In general, the task of school

inspectors is to oversee and inspect the implementation of educational legislation, the appropriate use of funds and the quality of educational provision. They examine school documents, records and school facilities and may question teachers, students and, with the permission of the ▶ *Ravnatelj/ica* (+), visit classes to observe teaching activity. They may also be assisted by experts *(izvedenec za pedagoško področje)* – normally well-known teachers or researchers – who can provide them with valuable specialist opinion during such visits. They are recruited by the government on the basis of an open procedure, with due regard for the proposal of a special commission appointed by the ▶ *Glavni/na inšpektor/ica za šolstvo in šport*. School inspectors are employed by the State as civil servants and evaluated by the *glavni/na inšpektor/ica za šolstvo in šport*. Synonym: *Šolski/ka inšpektor/ica*.

Inspektor/in

Country: Belgium (German-speaking Community)

Grammatical variants: Inspektoren/innen, Inspektor*

Level: Pre-primary/primary/lower/upper secondary/tertiary

Explanatory note: Since the Communities were granted autonomy in educational matters (1989), new inspection arrangements specifically for the German-speaking Community have not been permanently implemented. However, the government has signed a cooperation agreement with the government of the French Community, which stipulates that, where necessary, ▶ *Inspecteurs* from the latter may assist the German-speaking Community. This occurs in special education and in areas of secondary education. In the meantime, a teaching inspectorate *(Pädagogische Inspektion)* for the German-speaking Community as such has been provisionally established, with three teachers recruited by its Ministry and a local inspector for primary education seconded from the French Community. The main task of these inspectors is to advise school staff, monitor compliance with the provisions of decrees and regulations, offer pro-active support to teachers and organise or supervise in-service teacher training. A decree now being drawn up is intended to officially establish a schools inspectorate and regulate the requirements for admission and recruitment to it.

Inspektor/in

Country: Liechtenstein

Grammatical variants: Inspektoren/innen, Inspektor*

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Inspector of pre-primary, primary and secondary education institutions *(Kindergarten, Primarschule, Oberschule, Realschule, Gymnasium, Berufsmittelschule)*. While no official requirements are formally specified, these inspectors are normally expected to be Liechtenstein citizens, qualified teachers with substantial experience at the corresponding level (*Primarschullehrer/in*, *Gymnasiallehrer/in* (+), *Oberschullehrer/in* (+), *Realschullehrer/in* (+), etc.), and to have additional qualifications in psychology, education, special education or administration. Among their tasks are to counsel and supervise teachers, cooperate with heads of schools, interview applicants for teaching posts and hear proposals for the employment of teachers. Inspectors are recruited in accordance with an open procedure on the basis of a joint proposal by the civil service personnel office and the Ministry of Education, and appointed and employed by the government with civil servant status. They are evaluated by the government through Education Authority *(Schulamt)* as well as by the school council *(Schulrat)* and the municipal school council *(Gemeindeschulrat)*. Depending on the level and/or the type of education, *Inspektoren/innen* are known as *Inspektor/in Kindergarten, Inspektor/in Primarschule, Inspektor/in Oberschule und Freiwilliges Zehntes Schuljahr,* or *Inspektor/in Realschule.*

Inspektorius/orė

Country: Lithuania

Grammatical variants: Inspektoriai /orės

Level: All levels

Explanatory note: Inspector of education at all levels *(lopšelis-darželis, darželis, darželis-mokykla, pradinė mokykla, pagrindinė mokykla, vidurinė mokykla, profesinė mokykla* or *aukštesnioji mokykla)*. To be eligible for appointment, candidates must possess a tertiary education diploma in teacher training, and have acquired at least 5 years of teaching experience and the teacher status of *vyresnysis mokytojas (dėstytojas)*. They must also have completed 3 years of administrative or managerial service, or service as a ▶ *Specialistas/istė* of educational administration in the municipality or county *(apskritis)*, and have additional knowledge essential for the work entailed. Following appointment, inspectors, who are offered in-service training, inspect schools, consult school heads and teachers, monitor their assessment, supervise school leaving examinations and ensure that the educational responsibilities of municipalities within the county concerned are properly discharged, etc. They are recruited on the basis of an open procedure, appointed by the governor of the county administration *(apskrities viršininkas)*, and employed by the regional government. For information on status, see *specialistas/istė*.

Institūta direktors/e

Country: Latvia
Grammatical variants: Institūta direktori/es
Level: Tertiary
Explanatory note: Head of an institute *(institūts)*, the academic department at a tertiary education institution *(augstskola, universitāte, akadēmija)*, who is responsible for its academic and scientific work, as well as its operational and financial management. The person who occupies the post is elected in open competition and appointed by the senate *(senāts)* of the institution concerned. For qualifications and employer, see ▶ *Dekāns/e*; for status and evaluation, see ▶ *Rektors/e.*

Institutional Reviewer

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Reviewer who participates in audits of tertiary institutions and examines the way they maintain their academic quality and standards. These reviewers may be staff from tertiary institutions or independent consultancies. No specific qualifications are required but they must undertake training courses provided by the *Quality Assurance Agency*. They must also be knowledgeable about tertiary institutions and must have wide experience of academic management and quality assurance. Their main responsibilities include analysing self evaluations prepared by institutions, participating in review visits to institutions, making judgements on institutional management of academic standards, and contributing to and commenting on review reports. These staff are recruited in accordance with an open competitive procedure or by nomination by institutions, and work under contract to the *Quality Assurance Agency* for a period of three years which they may be invited to extend. Performance evaluation arrangements are determined by the *Agency*. General term: *Academic Reviewer*.

Institutsvorstand/ständin

Country: Austria
Grammatical variants:
Institutsvorstände/innen, Institutsvorständ*
Level: Tertiary
Explanatory note: Head of the organisational division *(Institut)* of a university. The person appointed must be a university teacher *(Universitätsassistent/in, Universitätsdozent/in, Universitätslektor/in)* employed by the university, with a *venia docendi* in an academic subject taught at the institute concerned, but no special training is required. The responsibilities of teachers who hold this position comprise administrative, financial and educational tasks at the institute, which they carry out alongside their teaching activities. They are elected and appointed by the Institute Committee *(Institutskonferenz)* for a 2-year period renewable indefinitely. It is their position as university teachers and not that of *Institutsvorstand/ständin*, which governs their employment and status. They are evaluated by the *Institutskonferenz*.

Ispettore tecnico

Country: Italy

Grammatical variants: Ispettori tecnici
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Inspector at pre-primary, primary, and secondary education institutions *(scuola dell'infanzia, scuola elementare, scuola media, istituto, liceo)*, who helps to guide the strategies and define the objectives of the school system, and evaluate the effectiveness of its norms and innovative activity. Persons occupying this post have to be school heads *(dirigenti scolastici)* or teachers *(insegnanti)* with at least 5 or 9 years of service, respectively. Inspectors act mainly in the following areas: the in-service updating and training of teachers, experimentation in the theory and practice of teaching, the provision of technical assistance and advice for teachers, and the checking and monitoring of classroom teaching and teaching programmes, examinations and competitions. Occasionally, they may be requested by the ► *Dirigente scolastico* of a particular school to perform external evaluations of individual teachers and investigate and help them overcome problems related to their teaching methods. Inspectors are recruited following successful performance in a national competitive examination, appointed by the Minister of Education and evaluated by the department concerned within the Ministry. For information on employer and status, see *dirigente scolastico.*

Izglītības iestādes direktora vietnieks/ce izglītības jomā

Country: Latvia
Grammatical variants: Izglītības iestādes direktora vietnieki/ces izglītības jomā
Level: Primary/lower/upper secondary/post-secondary/tertiary
Explanatory note: Deputy to ► *Izglītības iestādes direktors/e* (+) at a compulsory, secondary or post-secondary education institution *(pamatskola, vidusskola, profesionālās izglītības iestāde)*, including special education institutions, and university and non-university occupationally-oriented tertiary institutions (*augstskola, koledža* respectively). The qualifications required are those of teachers *(pirmsskolas izglītības skolotājs, pamatizglītības skolotājs, profesionālās izglītības skolotājs)* at the relevant level, and basic school management skills may also be taken into account. Heads of institutions also frequently require their deputies to possess further specific qualifications, which normally include several years of teaching experience. Deputy heads, who maintain their teaching activities, are responsible for management of study processes at the institution concerned. They are recruited on the basis of an open procedure, appointed by the head of the institution, and employed by it on a contractual basis in compliance with Latvian labour legislation. They are evaluated by the *izglītības iestādes direktors/e* (+) and by the ► *Valsts izglītības inspektors/e* at the national education inspectorate *(izglītības valsts inspekcija)*. Synonym: *Izglītības iestādes vadītāja vietnieks/ce izglītības jomā, Mācību daļas vadītājs/a* and *Mācību pārzinis/e*.

Izglītības iestādes direktors/e (+)

Country: Latvia
Grammatical variants: Izglītības iestādes direktori/es
Level: All levels
Explanatory note: Head of a pre-primary, compulsory, secondary or post-secondary education institution *(bērnu dārzs, pirmsskolas izglītības iestāde, pamatskola, vidusskola, profesionālās izglītības iestāde)*, including special education institutions, and university and non-university occupationally-oriented tertiary institutions (*augstskola* and *koledža,* respectively). The qualifications required are those of teachers at the relevant level *(pirmsskolas izglītības skolotājs, pamatizglītības skolotājs, profesionālās izglītības skolotājs, pasniedzējs/a)*, basic school management skills and competence in the state language (Latvian). Further qualifications, such as additional training in management and economics, or practical management experience, may be set by the founder of the institution concerned. These heads, who may continue to perform teaching activities, are responsible for the viability and effectiveness of management at their school, as well as its compliance with educational

legislation and sound funding and distribution of material and intellectual resources. They are recruited by the founder, normally on the basis of an open procedure. In schools administered by the government, they are appointed and employed by the Ministry of Education and Science, whereas in those administered by local authorities, they are appointed and employed on a contractual basis by the authority concerned, in compliance with the Ministry's provisions. In the private sector, they are appointed and employed by the founder in accordance with constitutional guidelines and Latvian labour legislation. Heads are evaluated by the ▶ *Valsts izglītības inspektors/e* at the national education inspectorate *(izglītības valsts inspekcija)* and by the certification committee, which is approved by the Minister of Education and Science. Synonym: *Izglītības iestādes vadītājs/a* (+) (pre-primary, primary, secondary, post-secondary level) and *Skolas direktors/e.*

Izglītības iestādes izpilddirektors/e izglītības jomā

Country: Latvia
Grammatical variants: Izglītības iestādes izpilddirektori/es izglītības jomā
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Executive head of a compulsory, secondary or post-secondary education institution *(pamatskola, vidusskola, profesionālās izglītības iestāde)* who has special responsibility for educational matters. For full information, see ▶ *Izglītības iestādes direktora vietnieks/ce izglītības jomā*.

Izglītības iestādes vadītāja vietnieks/ce izglītības jomā

Country: Latvia
Grammatical variants: Izglītības iestādes vadītāja vietnieki/ces izglītības jomā
Level: Primary/lower/upper secondary/post-secondary/tertiary
Explanatory note*:* Synonym for ▶ *Izglītības iestādes direktora vietnieks/ce izglītības jomā* and ▶ *Prorektors/e*.

Izglītības iestādes vadītājs/a (+)

Country: Latvia
Grammatical variants: Izglītības iestādes vadītāji/as
Level: All levels
Explanatory note: Synonym for ▶ *Izglītības iestādes directors/e* (+) (pre-primary, primary, secondary, post-secondary level) and ▶ *Rektors/e* (tertiary level).

Izglītības metodiķis/e

Country: Latvia
Grammatical variants: Izglītības metodiķi/es
Level: Pre-primary/lower/upper secondary/post-secondary
Explanatory note: Adviser to teachers at a pre-primary, compulsory, secondary, post-secondary or tertiary education institution *(bērnu dārzs, pirmsskolas izglītības iestāde, pamatskola, vidusskola, profesionālās izglītības iestāde)*. The qualifications required are those of teachers at the appropriate level (*pirmsskolas izglītības skolotājs, pamatizglītības skolotājs*, etc.), along with additional requirements, such as several years of teaching experience, which may be determined by the employer. Furthermore, persons in this position have often specialised in the methodology of teaching a particular subject or in the field of pre-primary education. These advisers, who may also perform teaching activities, provide teachers with methodological support and advice. They are recruited in accordance with a procedure determined by their employer, but normally on an open basis. They are appointed and employed by the educational institution at which they work, the municipal education board *(izglītības pārvalde)* and education support institutions (such as subject teacher associations and education centres). Advisers are evaluated by the national education inspectorate *(izglītības valsts inspekcija)*.

Izglītības psihologs/ģe

Country: Latvia
Grammatical variants: Izglītības psihologi/ģes
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: School psychologist for pre-primary, compulsory, secondary and post-secondary education institutions *(bērnu dārzs, pirmsskolas izglītības iestāde, pamatskola,*

vidusskola, profesionālās izglītības iestāde), who assists children, teachers and parents requiring psychological support and advice. Persons in this position must have qualified as professional psychologists after securing a first tertiary level degree in psychology *(bakalaura studiju programma psiholoģijā)*, or satisfactory completing a professional study programme for psychologists *(profesionālā studiju programma psiholoģijā)*. Training lasts 4-5 years and contains both a theoretical and practical part. These psychologists may work in schools or for a school board of the services of a local authority, and can be full- or part-time. Furthermore, depending on where they are operating, different methods of support may be used, including classroom, individual or group consultation, within or outside schools. They are recruited in accordance with a procedure determined by the head of the institution concerned (► *Izglītības iestādes direktors/e* (+)), but normally on an open basis. School psychologists are appointed and employed either by the school concerned, or by the municipal education board *(izglītības pārvalde)* on a contractual basis.

Jefe/a de Departamento

Country: Spain
Grammatical variants: Jefes/as de Departamento
Level: Lower/upper secondary/tertiary
Explanatory note: Head of department at a secondary or tertiary non-university education institution (*instituto de educación secundaria, centro de formación profesional superior, Escuela Oficial de Idiomas, conservatorio* and *escuela de arte*), who is responsible for representing the department and coordinating all its academic activities. Duties of these staff thus include organisation of teaching in each area, subject or module, making curricular project proposals, ensuring the use of up-to-date methodology and collaborating with the counselling department *(departamento de orientación)*. Departmental heads have to belong to the official category of secondary school teachers known as *profesores de enseñanza secundaria* and are appointed by the ▶ *Director/a* from among the teachers in the department concerned. For information on recruitment procedure, employer and evaluation, see *director/a* (school level).

Jefe/a de Estudios

Country: Spain
Grammatical variants: Jefes/as de Estudios
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Head of studies in a pre-primary, primary, secondary or tertiary non-university education institution *(escuela infantil, colegio de educación primaria, instituto de educación secundaria, centro de formación profesional superior, Escuela Oficial de Idiomas, conservatorio, escuela de arte)*, who is responsible for academic and teaching matters and takes over from the ▶ *Director/a* in case of absence. Heads of studies similarly assume the role of personnel manager for all academic affairs and are in charge of coordinating academic and counselling activities, and the preparation of academic timetables. Yet further responsibilities are the coordination of tutorial activity, in-service teacher training and the academic work of other institutional coordinators. In secondary education institutions with high student enrolment or complex forms of organisation, there may be several heads of studies. Their teaching workload is reduced so that they can perform their duties and they are systematically exempt from all teaching when deputising for the *director/a* who appoints them. For information on recruitment, employer, status and evaluation, see *director/a*.

Johtaja

Country: Finland
Grammatical variants: Johtajat, johtaj*
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note:
• Head of a pre-primary education institution *(päiväkoti)* under the jurisdiction of the Ministry of Social Affairs and Health. The qualification of *lastentarhanopettaja*, or the *kandidaatin tutkinto* degree in education or

an equivalent qualification from a tertiary education institution *(ammattikorkeakoulu)* is required for appointment, together with administrative experience in most cases. Except in some larger *päiväkodit*, these heads have teaching responsibilities, the scale of which depends on the type and size of the institution concerned. They are recruited in accordance with an open procedure, and appointed and employed by the local authority or a private maintaining body, either as civil servants or on a contractual basis. They are evaluated in the course of overall evaluation of the institution by the educational provider.

- Head of the vocational teacher education college *(ammatillinen opettajakorkeakoulu)* at a tertiary education institution *(ammattikorkeakoulu)*. The degree of *lisensiaatintutkinto* or *tohtorintutkinto* and wide experience in vocational teacher education are required for appointment. These heads are appointed and employed by the local authority or a private maintaining body, as civil servants or on a contractual basis, and evaluated by the educational provider.
- Head of a particular operational sector (financial, personnel management, etc.) or operational or administrative unit (a training programme or faculty department, etc.) at a secondary *(ammatillinen oppilaitos)* or tertiary education institution (*ammattikorkeakoulu* or *yliopisto*). Although the responsibilities and qualifications for this position vary with the regulations and educational provider concerned, the degree of *maisterintutkinto* or its equivalent is normally required. Holders of the post are appointed by the governing body of the institution or the municipal council and employed by the university, the local authority or a private maintaining body, as civil servants or on a contractual basis. They are evaluated by the provider of education. Synonyms: *Päällikkö* or *Esimies*.
- Synonym for ▶ *Rehtori* at some compulsory and secondary education institutions *(peruskoulu*, *ammatillinen oppilaitos)* and the schools for adult education.

Swedish term: *Föreståndare* at pre-primary, compulsory and secondary education institutions, *Chef* or *Direktör* (*prefekt* at *ammattikorkeakoulu*) at tertiary level.

Juhataja

Country: Estonia
Grammatical variants: Juhatajad, juhataja*
Level: Pre-primary
Explanatory note: Head of a pre-primary education institution *(koolieelne lasteasutus)*. The qualifications required are those of a teacher at the relevant level *(koolieelse lasteasutuse õpetaja)* and at least 3 years of educational work experience. Staff in this category must have completed a 160-hour course in school administration. Their responsibilities comprise administrative, financial and educational tasks, and they have no teaching duties. They are recruited by the local government (*vallavalitsus* or *linnavalitsus*) in accordance with a competitive procedure and employed by it on a contractual basis for up to 5 years. They are evaluated by the Ministry of Education and the county governor.

Kansler

Country: Finland
Grammatical variants: Kanslerer
Level: Tertiary
Explanatory note: Swedish term for ▶ *Kansleri.*

Kansleri

Country: Finland
Grammatical variants: Kanslerit, kansler*
Level: Tertiary
Explanatory note: Title of the head at 5 universities, who promotes academic activity, appoints *professorit* and *dosentit*, protects institutional interests and monitors activity at the university concerned. In some cases, persons in this position work alongside the ▶ *Rehtori* at the same institution. To be eligible for the position, candidates must have a sound professional record in the respective academic field. They are appointed for 5-year periods by the President of the Republic on the basis of a recommendation by the Council of State *(valtioneuvosto)*, from among three candidates elected by the mixed representative electoral body of their university. They are employed by the university as civil servants and evaluated in accordance with its internal arrangements. Swedish term: *Kansler.*

Katedras vadītājs/a

Country: Latvia
Grammatical variants: Katedras vadītāji/as
Level: Tertiary
Explanatory note: Head of the academic and scientific department of a faculty *(katedra)* at a tertiary education institution *(augstskola, universitāte, akadēmija)*, who manages and supervises the work of the department. The person concerned is appointed by the faculty council *(fakultātes dome)* and employed by the institution on a contractual basis. For information on qualifications and recruitment, see ▶ *Dekāns/e*; for evaluation, see ▶ *Rektors/e.*

Kathigitis/tria symvouleftikis kai epangelmatikis agogis (Καθηγητής συμβουλευτικής και επαγγελματικής αγωγής)

Country: Cyprus
Grammatical variants: Kathigites, kathigit*
Level: Lower/upper scondary
Explanatory note: Counsellor at a school for secondary education *(gymnasio, lykeio, techniki scoli)* who provides guidance to students in the foregoing institutions. Counsellors must have a university degree in any school subject entitling them to work in public education as teacher *(kathigitis/tria)* and have completed at least a 1-year postgraduate training course in counselling and/or guidance and/or vocational guidance. They carry out their responsibilities via classes, conferences, seminars and publications, and deal with students collectively or individually. For information on recruitment, appointment, employer and status, see ▶ *Diefthindís/dria.*

Kennsluráðgjafi

Country: Iceland
Grammatical variants: Kennsluráðgjafar

Level: Primary/lower secondary
Explanatory note: Staff member who provides educational support at the local education offices that help teachers organise the work of *grunnskóli*. These staff are usually trained as teachers at the same level *(grunnskólakennari)* and have to undergo further training in their field, but they do not themselves teach. Their evaluation depends on the evaluation system at each local education office. For appointment, employer and status, see ▶ *Aðstoðarleikskólastjóri*.

Kierownik warsztatów szkolnych

Country: Poland
Grammatical variants: Kierwnicy warsztatów szkolnych, kierownik* warsztat* szkoln*
Level: Upper secondary/post-secondary
Explanatory note: Manager of a training workshop *(warsztaty szkolne)* at vocational upper secondary and post-secondary schools, who is trained as a vocational subject specialist teacher at a secondary, post-secondary or non-university tertiary education institution. These managers, who must be in formally certified good health, are required to hold qualifications which match those required for a teaching position at the school concerned, and have at least 3 years of professional experience and positive work assessment in the 3 years immediately prior to their appointment. Their main responsibilities and the further requirements expected of them are specified in the school statutes. The number of hours they have to teach depends on the number of classes attending the training workshop. Training workshop managers are recruited in accordance with an open procedure at school level and employed on a contractual basis by the ▶ *Dyrektor szkoły*, who evaluates them.

Kindergarteninspektor/in

Country: Austria
Grammatical variants: Kindergarteninspektoren/innen, Kindergarteninspektor*
Level: Pre-primary
Explanatory note: Inspector of pre-primary education institutions *(Kindergarten)*. Although the conditions for appointment differ from one *Land* to the next, a common requirement is that these inspectors should hold the qualifications of a teacher at pre-primary level *(Kindergärtner/in)*, with 8 years of professional experience. Further educational and management training as well as the position of the ▶ *Kindergartenleiter/in* may be an advantage in certain cases and, in some *Länder*, a special job profile is required. These inspectors supervise teaching and management in all the *Kindergärten* of their district. They have to instruct the *Kindergartenleiter/in* and other educational and non-educational staff with regard to all activities at each of the institutions for which they are responsible, hold regular meetings, and provide support for in-service training and recruitment. Inspectors are evaluated by the department responsible for their work in the *Land* government. For recruitment, employer and status, see *Kindergartenleiter/in*.

Kindergartenleiter/in

Country: Austria
Grammatical variants: Kindergartenleiter/innen, Kindergartenleiter*
Level: Pre-primary
Explanatory note: Head of a pre-primary education institution *(Kindergarten)*. Although the requirements for appointment differ from one *Land* to the next, common requirements are that these heads should hold the qualifications of a teacher at pre-primary level *(Kindergärtner/in)* with two-and-a-half years of professional experience, and have completed several weeks of special in-service training. The staff concerned have management, monitoring and educational responsibilities. They are employed and appointed on the basis of an open recruitment procedure by the founders (municipalities, religious bodies or private individuals) of the institution in which they work. They may be employed with civil servant status, but their employment in the private sector is always on a contractual basis. They are evaluated by the ▶ *Kindergarteninspektor/in*.

Kindergartenleiter/in

Country: Liechtenstein
Grammatical variants: Kindergartenleiter/

innen, Kindergartenleiter*
Level: Pre-primary
Explanatory note: Head of a pre-primary education institution *(Kindergarten)* who coordinates its work in accordance with the educational and management requirements of the municipal schools council *(Gemeindeschulrat)* and maintains official correspondence with it. Persons occupying this post are fully qualified teachers *(Kindergärtner/in)* who, at present, are appointed for 4 years by the *Gemeindeschulrat*, which employs them. However, their responsibilities and the procedures for recruitment are subject to review and likely to be standardised under a new law due for implementation in 2003/04, following which post-holders will be appointed by the government. They are evaluated by the ▶ *Inspektor/in (Kindergarten)*.

Klassenbegeleider
Country: Netherlands
Grammatical variants: Klassenbegeleiders
Level: Lower/upper secondary
Explanatory note: Synonym for ▶ *Mentor.*

Klassenleraar
Country: Netherlands
Grammatical variants: Klassenleraren
Level: Lower/upper secondary
Explanatory note: Synonym for ▶ *Mentor.*

Klassföreståndare
Country: Finland
Level: Lower secondary
Explanatory note: Swedish term for ▶ *Luokanvalvoja.*

Klinikvorstand/ständin
Country: Austria
Grammatical variants: Klinikvorstände/innen, Klinikvorständ*
Level: Tertiary
Explanatory note: Head of a hospital *(Klinik)* attached to a university. The person appointed must be a university teacher *(Universitätsassistent/in, Universitätsdozent/in, Universitätslektor/in)* employed by the university, with a *venia docendi* in a subject with which the hospital is concerned, but no special training is required. The responsibilities of teachers who hold this position comprise administrative, financial and educational tasks at the hospital, which they carry out alongside their teaching activities. They are appointed by the ▶ *Rektor/in* on the basis of a proposal by the Hospital Committee *(Klinikkonferenz)* and the Faculty Committee *(Fakultätskollegium)*, subject to the approval of the Federal Minister of Education, Science and Culture. The appointment is for a period of 2 years renewable indefinitely. They are evaluated by the *Klinikkonferenz*. For employer and status, see ▶ *Institutsvorstand/ständin*.

Kolegijos Direktorius/orė
Country: Lithuania
Grammatical variants: Kolegijų Direktoriai/orės
Level: Tertiary
Explanatory note: Head of an institution providing non-university tertiary education *(kolegija)*. The qualifications normally required are administrative/managerial and teaching experience (which has yet to be officially regulated) and the *daktaras* (second postgraduate degree). The responsibilities of those appointed comprise administrative, financial and educational tasks, student admission, staff recruitment and human resources management, and they may also have teaching duties. These heads are appointed by the Council of the *kolegija* concerned on the basis of an open recruitment procedure involving a secret ballot and subject to the approval of the Minister of Education and Science. They are employed by the national government and appointed for a 5-year period renewable once only. They are assessed annually by the academic council and council of the *kolegija* (its self-governing and public supervision bodies, respectively) with due regard for their general performance and financial report. The civil servant status of these staff was abolished with effect from 1 July 2002.

Kontrolní pracovník/nice
Country: Czech Republic
Grammatical variants: Kontrolní pracovníci/nice, pracovn*

Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Member of a school inspection team (such as a ▶ *Školní inspektor/ka*) who has specialised however in resource management and the monitoring of administration. Staff in this category have to be educated in the field of economics or law at an upper secondary institution or university, and at least 7 years of professional experience in education are also required, with some management experience desirable. They are appointed by the central school inspector ▶ *Ústřední školní inspector/ka*. For further information on recruitment and employment, see *školní inspektor/ka.*

Koolipsühholoog

Country: Estonia
Grammatical variants: Koolipsühholoogid, koolipsühholoog *
Level: Primary/lower/upper secondary
Explanatory note: Educational psychologist at a compulsory school *(põhikool)* or general upper secondary school *(gümnaasium)*. A university level qualification in educational psychology is required. The advisory duties of these staff vis-à-vis teachers and pupils are clearly set out in their employment contract in accordance with a prior agreement. They are recruited by the school head ▶ *Direktor* or by the local government in accordance with a competitive procedure in some cases approved by the board of trustees *(hoolekogu)*. They are employed by the institution or by local government on a contractual basis. For evaluation, see ▶ *Direktori asetäitja õppe- ja kasvatustöö alal*.

Kosmitoras (Κοσμήτωρας)

Country: Cyprus
Grammatical variants: Kosmitores, kosmitor*
Level: Tertiary
Explanatory note: Dean of a faculty at the university *(panepistímio)*, who must be a professor *(kathigitis/tria)* or associate professor at the institution concerned. Among the duties of persons who occupy this position are to prepare the budget proposals of their department and the list of its academic programmes and make proposals regarding its staff appointments. For information on recruitment, appointment (with the difference that the initial appointment is for 3 years), employer and status, see ▶ *Prýtanis.*

Koulupsykologi

Country: Finland
Grammatical variants: Koulupsykologit, koulupsykolog*
Level: Primary/lower/upper secondary
Explanatory note: School psychologist specialising in pupil welfare services at a compulsory *(peruskoulu)* or secondary education institution (*lukio* or *ammatillinen oppilaitos*). To be eligible for recruitment, candidates must have the degree of *maisterintutkinto* in psychology, or any other *maisterintutkinto* or its equivalent, involving the same study workload in psychology. These specialists address the learning and behavioural problems of pupils, working jointly with teachers, other pupil welfare staff and parents, and normally cover several schools in the same area. For information on recruitment, appointment, employment, status and evaluation, see ▶ *Opinto-ohjaaja*. Swedish term: *Skolpsykolog.*

Kurator

Country: Poland
Grammatical variants: Kuratorzy, kurator*
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Educational superintendent who is head of the *kuratorium*, the body with regional oversight of the quality of education, and whose training is similar to that of schoolteachers. The degree of *magister or magister inżynier* is required by these officials, together with a minimum 7 years of teaching experience, and the promotion grade of *nauczyciel mianowany* or *nauczyciel dyplomowany*. They also have to complete a civil service preparatory period of no longer than 18 months, which includes a course of around six months organised by the regional authority *(wojewoda)*, the preparation of a thesis and an examination. The main responsibility of superintendents is to supervise educational activity throughout the

region as regards the teaching plans of schools and assessment of the quality of teaching. They report at least once every 5 years on the effectiveness of regional quality assessment procedures and submit recommendations for future action. Superintendents help school heads ▶ *Dyrektor szkoły* to achieve quality objectives, and cooperate with the local authorities in establishing a common educational policy in line with government policy and in ensuring that the material environment of schools is satisfactory. They also collect information on and assess the performance of schools and school heads. Yet further responsibilities of superintendents include supervising the work of the ▶ *Wizytator*, organising regional school competitions *(olimpiady szkolne)*, cooperating with regional examination commissions, analysing teachers' in-service training requirements and helping schools to organise examinations. A *kurator*, who has civil servant status, is recruited on the basis of an open competition announced by the regional authority *(wojewoda)* and is appointed and employed by it.

Kurator

Country: Sweden
Grammatical variants: Kuratorer
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Staff member responsible for supporting students who have difficulty with schoolwork and/or other problems that interfere with their studies. Staff in this category receive special (theoretical and practical) training at a university or university college in a three-and-a-half year course leading to the *socionomexamen*. They work closely with ▶ *Fritidspedagog*. For information on recruitment, appointment, employment, and status, see ▶ *Studie- och yrkesvägledare*.

Landesschulinspektor/in

Country: Austria
Grammatical variants: Landesschulinspektoren/innen,
Landesschulinspektor*
Level: Primary/lower/upper secondary
Explanatory note: School inspector who is responsible for compulsory general schools, academic secondary school or different kinds of vocational schools within their respective federal state *(Land)*. For all information, see ▶ *Schulinspektor/in*.

Lay Inspector

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Inspector who is member of a school inspection team. No specific qualifications are required, and *Lay Inspectors* must not have any significant personal experience in the management of any school or the provision of education in any school (except as a ▶ *Governor* or acting in any other voluntary capacity). On every school inspection team there must be at least one *Lay Inspector*. Such inspectors participate in all aspects of an inspection, including lesson observations, and contribute a non-educationalist view of the school at the final team meeting when inspection judgments are reached. For more information, see ▶ *Enrolled Team Inspector*.

Learning support teacher

Country: United Kingdom (SC)
Level: Primary/lower/upper secondary
Explanatory note: A visiting or full-time learning support staff member for class teachers. Staff in this category are attached to *primary* and *secondary schools* specifically to offer advice and training to other members of staff and give additional tuition, often on a one-to-one basis, to children experiencing learning difficulties. They provide further help by paying particular attention to these pupils and most of their work focuses on language problems and the understanding of particular concepts within subjects. Occasionally, they may find it necessary to withdraw pupils temporarily from a class for special tuition but, wherever possible, they aim to integrate those with learning difficulties into mainstream classes and support them there. The qualifications required by these staff are the same as those of a *teacher* but with additional courses in learning support. They are appointed by the local authority in accordance with an open recruitment procedure and employed on a contractual basis. Their performance is evaluated through the assessment of the school in which they operate by ▶ *Her Majesty's Inspector*.

Leikskólaráðgjafi

Country: Iceland
Grammatical variants: Leikskólaráðgjafar
Level: Pre-primary
Explanatory note: Staff member who provides educational support at the local education offices for teachers at pre-primary

education institutions *(leikskóli)*. The education of staff in this category is usually similar to that of the teachers *(leikskólakennari)*, and they may have further qualifications in the same field. Their task is to assist the ▶ *Leikskólastjóri* and teachers in organising the work of *leikskóli*, but they do not themselves teach. For appointment, employer, status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Leikskólastjóri

Country: Iceland
Grammatical variants: Leikskólastjórar
Level: Pre-primary
Explanatory note: Head of a municipally financed pre-primary education institution *(leikskóli)*. The minimum qualifications required are those of teachers *(leikskólakennari)* at the same level, and a qualification in the field of school administration is preferred. The responsibilities of these heads comprise administrative, financial and educational tasks. It is a matter of negotiation between the head and the local municipality concerned whether he or she also teaches. For appointment, employer, status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Leiter/in einer Hochschule

Country: Germany
Grammatical variants: Leiter/innen einer Hochschule, Leiter* einer Hochschule
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(Hochschule)*. Depending on the constitution *(Grundordnung)* of the institution, the head is either elected from among the professors *(Professor)* belonging to it or elected after public advertisement of the post leading to applications from outside the institution. In the second case, the candidate appointed must have successfully completed tertiary education (4-5 years of studies) and provide evidence of a successful career of several years in a responsible position in educational or judicial administration, science or management. The main responsibilities of this post are external representation of the institution, its administration, finances, development, the development of studies, the implementation of evaluation, staff management and public relations. Heads are selected by the responsible body of the tertiary institution concerned and appointed by the *Land* Minister of Higher Education or, in some cases, the *Land* Prime Minister. If they are elected from among the group of professors, they may continue their academic research. They are usually elected for at least 2 years, in most cases for 4, 6 or 8 years, and the constitution of their institution may also provide for their re-election. The *Leiter/in der Hochschule* normally has temporary civil servant status and is employed by the *Land* concerned. The official title of the person appointed is either *Rektor/in* or *Präsident/in*, depending on the legislation of the *Land* and the constitution of the institution.

Logoped

Country: Norway
Grammatical variants: Logopeden, logopeder, logopedene
Level: Primary/lower secondary
Explanatory note: Specialist in speech therapy who provides teachers or pupils, individually or in groups, with assistance and advice on problems related to speech and literacy whenever support of this kind is required. Although the pattern of training is currently subject to review, the normal qualifications are 20 credit points (*vekttall*, involving one year of study) in a subject unrelated to the field of education, the *examen philosophicum* (the six months of study required to enter university), successful completion of a one-year programme in special needs education *(grunnfag)*, and 18 months of specialisation in speech therapy (reading and writing). However, these specialists commonly have a teacher's degree instead of the 20 credit points prior to entering the *logoped* study programme. They are usually employed on a permanent basis by the municipality or the county in the educational psychology department (*pedagogisk psykologisk tjeneste*, or PPT).

Loopbaanadviseur

Country: Netherlands
Grammatical variants: Loopbaanadviseurs
Level: Tertiary

Explanatory note: Synonym for ▶ *Beroepskeuzeadviseur.*

Luokanvalvoja

Country: Finland

Grammatical variants: Luokanvalvojat, luokanvalvoj*

Level: Lower secondary

Explanatory note: School staff who is a subject teacher *(aineenopettaja)* at a compulsory education institution *(peruskoulu)* who provides students of *peruskoulu's* last classes with guidance, including assistance in school practises and monitoring their study progress. While no specific training or experience in counselling is required, the staff concerned have the qualifications of a subject teacher *(aineenopettaja)* and pursue their teaching activity. They are appointed by the ▶ *Rehtori* of the *peruskoulu* concerned. For information on recruitment procedure, appointment, employer, status and evaluation, see ▶ *Ryhmänohjaaja*. Swedish term: *Klassföreståndare*.

Lykiárchis (Λυκειάρχης)

Country: Cyprus

Grammatical variants: Lykiarch*

Level: Upper secondary

Explanatory note: Synonym for ▶ *Diefthindís/dria*.

Lykiárchis (Λυκειάρχης)

Country: Greece

Grammatical variants: Lykiarch*

Level: Upper secondary

Explanatory note: Head of an upper secondary education institution *(lykeio)* who only teaches under exceptional circumstances. For full information, see ▶ *Diefthindís/dria.*

Maatschappelijk werker/ster

Country: Belgium (Flemish Community)
Grammatical variants: Maatschappelijk werkers/sters
Level: Primary/lower/upper secondary
Explanatory note: Member of the support staff at a centre for educational guidance (*centra voor leerlingenbegeleiding*, or CLB), which is entrusted by the government of the Flemish Community with the task of counselling young people who encounter problems during their compulsory education. Staff in this category are appointed and employed, with civil servant status, by the administrative body *(raad van bestuur)*. They aim to provide pupils with advice and preventive or remedial guidance as a basis for further study and the acquisition and strengthening of skills, and to reinvolve in educational activity young people who play truant. They are evaluated by the ▶ *Inspecteur/trice.*

Mācību daļas vadītājs/a

Country: Latvia
Grammatical variants: Mācību daļas vadītāji/as
Level: Primary/lower/upper secondary/post-secondary/tertiary
Explanatory note: Synonym for ▶ *Izglītības iestādes direktora vietnieks/ce izglītības jomā.*

Mācību pārzinis/e

Country: Latvia
Grammatical variants: Mācību pārziņi/es
Level: Primary/lower/upper secondary/post-secondary/tertiary
Explanatory note: Synonym for ▶ *Izglītības iestādes vadītājavietnieks/ce izglītības jomā.*

Managing Inspector

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: A *Managing Inspector* leads, manages and develops teams of ▶ *Inspector* in Northern Ireland. Qualifications and experience are the same as for an *Inspector* and recruitment is from within the *Education and Training Inspectorate* (ETI). These staff are responsible to the ▶ *Assistant Chief Inspector* and are accountable for an assigned group of *Inspectors*. They contribute to the overall planning and policy development of the ETI and they analyse and interpret relevant data to inform planning and the inspection strategy. They also carry out inspections as required. *Managing Inspectors* are civil servants. For information on recruitment, employer and evaluation, see *inspector*. Abbreviation: MI.

Mentor

Country: Netherlands
Grammatical variants: Mentoren
Level: Lower/upper secondary
Explanatory note: Staff member responsible for the oversight of one particular class during the school year at a general secondary education institution (VWO, HAVO or VMBO). The person concerned, who is a teacher (*leraar voortgezet onderwijs*, etc.) at

the institution, monitors the performance of pupils, discusses their progress with them, and normally holds a session with the class once a week. Staff in this position may also provide counselling, including advice on confidential matters, to individual pupils at their request and contact parents about the performance or problems of their children at school. They are evaluated by the employer, the governing body of the school *(bevoegd gezag)* which, in practice, normally means the ▶ *Directeur* who chairs it. For information on recruitment, appointment, employer and status, see *directeur*. Synonyms: *Klassenleraar, Klassenbegeleider.*

MI

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Abbreviation of ▶ *Managing Inspector*.

Mitglied der Unterrichtskommission

Country: Liechtenstein
Grammatical variants: Mitglieder* der Unterrichtskommission
Level: Lower/upper secondary
Explanatory note: Government staff member working as an expert on the education supervisory committee *(Unterrichtskommission)*, who advises, supervises and assesses teachers in lower, upper and post-secondary education institutions (*Gymnasiallehrer/in* (+), *Oberschullehrer/in* (+), *Realschullehrer/in* (+)). Staff in this category are qualified teachers with several years of experience at upper secondary level (*Gymnasiallehrer/in* (+)). They are appointed by the government for 4 years, employed by it on a contractual basis, and may come from Austria or Switzerland.

Námsráðgjafi

Country: Iceland
Grammatical variants: Námsráðgjafar
Level: Primary/lower/upper secondary/tertiary
Explanatory note: School counsellor for pupils/students in a compulsory, secondary or tertiary education institutions (*grunnskóli, framhaldsskóli* or *háskóli*). Staff in this category are usually educated as teachers at the appropriate level and have further qualifications in educational counselling (involving a one-year course at *Háskóli Íslands*). Their main task is to assist pupils/students with study-related problems and provide them with educational guidance and advice. In the *grunnskóli*, these counsellors are appointed and employed by the municipality on the basis of an open recruitment procedure. In a *framhaldsskóli*, they are appointed by the ▶ *Skólameistari* on the basis of a similar procedure and employed by the State. In a *háskóli*, they are members of the administrative team, recruited in accordance with an open procedure (application/interviews), and employed by the institution. In compulsory education schools, counsellors can serve one or more schools. In upper secondary schools and tertiary education institutions, they are usually based in the school/institution concerned. They have civil servant status.

Natchalnik na inspectorat (Началник на инспекторат)

Country: Bulgaria
Grammatical variants: Natchalniki na inspectorati
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Head of a regional inspectorate for education, who is a university graduate with a 4-year *bakalavur* (bachelor's qualification) or a 5-year *magistur* degree (master's) and a teaching qualification. These senior inspectors are responsible for monitoring school legislation, school curricula and syllabuses and determining education requirements as regards the performance and efficiency of teaching methods. They also organise examinations, assist teachers and evaluate their work and the quality of education provided. The *natchalnik na inspectorat* is appointed in accordance with an open competitive procedure supervised by the Ministry of Education and Science which employs the appointee on a contractual basis.

Nauczyciel doradca metodyczny

Country: Poland
Grammatical variants: Nauczyciele doradcy metodyczni, nauczyciel* doradc* metodyczn*
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Methodological adviser whose training is similar to that of schoolteachers. The title of *magister* is required by these advisers, together with a minimum 5 years of teaching experience, and the promotion grade of *nauczyciel mianowany* or *nauczyciel dyplomowany*.

They also have to complete specialist training which consists of qualification courses provided by regional in-service teacher training centres. An important responsibility of staff in this category is the provision of methodological support to teachers, and particularly new entrants to the teaching profession *(nauczyciel stażysta)*. More detailed tasks, including the list of schools which advisers are obliged to support, are defined by their employer. Their tasks may be carried out at the school for which they work (with entitlement to a reduction in their basic teaching workload) or at in-service teacher training centres on a contractual basis. These advisers are employed by the local or regional authorities responsible for the schools concerned. They are selected on the basis of a recommendation by the head of the appropriate regional in-service training centre and the school head ▶ *Dyrektor szkoły* of the school for which they work. Advisers are employed for a period of 3 years renewable, subject to an evaluation by the school heads, the head of the in-service teacher training centre and the teachers for whom methodological support is provided.

Nauczyciel konsultant

Country: Poland

Grammatical variants: Nauczyciele konsultanci, nauczyciel* konsultant*

Level: Primary/lower/upper secondary/post-secondary

Explanatory note: Consultant/teacher who devise and deliver in-service teacher training courses and courses in education management. They develop teaching and methodological materials, organise seminars and conferences for teachers on a range of different subjects and cooperate with the bodies responsible for supervising teaching activity. Staff in this category are selected in accordance with an open recruitment procedure and employed by central or regional in-service teacher training centres on a contractual basis. Their timetable is agreed with the head of the regional centre at which they work, who also evaluates them. For qualifications required, see ▶ *Nauczyciel doradca metodyczny*.

Nauczyciel pedagog

Country: Poland

Grammatical variants: Nauczyciele pedagodzy, nauczyciel* pedagog*

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: School staff member who provides advice and support for teaching activities at all levels, following successful completion of training in education at a university or non-university institution. Training lasts 5 years and lead to the *magister* degree with specialisation in the care and upbringing of children and young people, (re)socialisation or special education. Further specialist training is not compulsory, but teachers often take courses in therapy or educational therapy. The main responsibilities of staff in this category include identifying pupils' individual needs, analysing reasons for school failure and providing educational support to pupils, including the exceptionally gifted, as well as to teachers and parents. They also support the care activities of teachers in accordance with the school care programme, organise activities designed to prevent dropout or antisocial behaviour, and plan and coordinate support to pupils and their parents when decisions are taken on future study or career options. Individual staff members work to a detailed timetable agreed with the school head ▶ *Dyrektor szkoły*. They have to give 6 hours of remedial classes a week and are also regularly on duty for consultation by pupils and their parents. Staff are recruited on the basis of an open procedure at school level and employed on a contractual basis by the *dyrektor szkoły* who also evaluates them.

Nauczyciel psycholog

Country: Poland

Grammatical variants: Nauczyciele psychodzy, nauczyciel* psycholog*

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: School staff member who provides psychological advice and support for teaching activities at all levels, following successful completion of training similar to that of the ▶ *Nauczyciel pedagog* but in the field of psychology. Further specialist training

or professional experience is not compulsory. The main responsibilities of staff in this category, who do not teach, include identifying the strengths and weaknesses of pupils, providing support and advice to them on their choice of further training and a profession, and devising and implementing various forms of psychological and educational support for them, their parents and teachers. They also act to prevent and deal with behavioural disorders, and support class supervisors *(wychowawca)* in accordance with the school programme for the upbringing of children and young people. These staff work to a detailed timetable agreed with the ▶ *Dyrektor szkoły*. For recruitment, employer, status and working arrangements, see *nauczyciel pedagog*.

Nodaļas vadītājs/a

Country: Latvia
Grammatical variants: Nodaļas vadītāji/as
Level: Tertiary
Explanatory note: Head of a faculty division *(nodaļa)* or institute *(institūts)* at a tertiary education institution *(augstskola, universitāte, akadēmija)*. The person concerned is appointed by the faculty council *(fakultātes dome)* and employed by the institution on a contractual basis. For information on qualifications, responsibilities and recruitment, see ▶ *Dekāns/e*; for evaluation, see ▶ *Rektors/e.*

Opiekun stażu

Country: Poland
Grammatical variants: Opiekuni stażu, opiekun* stażu
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Staff responsible for support and supervision of the probationary period *(staż)* of a trainee teacher *(nauczyciel stażysta)* or of a contract teacher *(nauczyciel kontraktowy)*. They are appointed by the ▶ *Dyrektor szkoły* from among teachers with the promotion grade of the *nauczyciel mianowany* or *nauczyciel dyplomowany*. They provide guidance and counselling to new teachers when they take up their first post as fully qualified professionals and to contract teachers when they seek a promotion to a permanent post. The time of support lasts 9 months in the case of *nauczyciel stażysta* or 2 years and 9 months in the case of *nauczyciel kontraktowy*. Her/his responsibilities include preparation of a individual skills development programme together with the young teacher (this plan has to be endorsed by the *dyrektor szkoły*), support to the young colleague in the implementation of this programme, and preparation of the probation period assessment. They are also obliged to participate in the qualification commission meetings which is in charge of the promotion process of his young colleague.

Opintoneuvoja

Country: Finland
Grammatical variants: Opintoneuvojat, opintoneuvoj*
Level: Tertiary
Explanatory note: Student adviser at a tertiary education institution *(ammattikorkeakoulu, yliopisto)*, who offers guidance in different aspects of student life. While no specific training is currently required, some experience in teaching/counselling is normally expected. These advisers are appointed for an indefinite period usually by the ▶ *Dekaani* or *Päällikkö*, depending on the institution concerned. They are employed by the university, the local authority or a private maintaining body, as civil servants or on a contractual basis. For information on recruitment procedure, appointment, status and evaluation, see ▶ *Opinto-ohjaaja*. Swedish term: *Studierådgivare*.

Opinto-ohjaaja

Country: Finland
Grammatical variants: Opinto-ohjaajat, opinto-ohjaaj*
Level: Upper secondary
Explanatory note: Student counsellor at a secondary education institution (*lukio* or *ammatillinen oppilaitos*), including adult education institutions, who is responsible for the provision of collective educational guidance on various topics, as well as individual guidance. Eligible candidates must either a) hold the degree of *maisterintutkinto* in the field of education and have completed a program in student counselling (35 credits at university) and the educational studies for teachers (35 credits at university) which may

be undertaken during the *maisterintutkinto* or in separate provision; or b) hold any other *maisterintutkinto*, or its equivalent, and have completed separate studies in student counselling (35 credits at university). In the case of vacancies at an *ammatillinen oppilaitos*, teachers who are qualified for work at this level *(ammatillisten opintojen opettaja)* and have completed the above-mentioned course in student counselling may also apply. Staff in this category are appointed by the educational provider on the basis of an open recruitment procedure, and employed by the local authority or a private maintaining body, either as civil servants or on a contractual basis. They are evaluated by the educational provider. Swedish term: *Studiehandledare*.

Opleidingsdirecteur

Country: Netherlands
Grammatical variants: Opleidingsdirecteuren
Level: Tertiary
Explanatory note: Synonym for ▶ *Directeur van de opleiding.*

Õppealajuhataja

Country: Estonia
Grammatical variants: Õppealajuhatajad, õppealajuhataja*
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: Former term for ▶ *Direktori asetäitja õppe- ja kasvatustöö alal*.

Oppilaanohjaaja

Country: Finland
Grammatical variants: Oppilaanohjaajat, oppilaanohjaaj*
Level: Primary
Explanatory note: Student counsellor offering educational guidance at the first classes of some compulsory education institutions *(peruskoulu)*. For full information, see ▶ *Opinto-ohjaaja.* Swedish term: *Elevhandledare*.

Orientador/a

Country: Spain
Grammatical variants: Orientadores/as
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: A qualified psychologist or educationist who provides specialist support, counselling or guidance to pupils at all levels from pre-primary up to the end of upper secondary education, including those in schools for special education. Staff in this category, who must hold a *licenciado* in psychology or education, belong to the official category of secondary school teachers known as *profesores de enseñanza secundaria.* They have to collaborate with schools and their teaching staff, and are in charge of preparing plans for diversified activity, tutorial activity and academic and professional guidance. These specialists are responsible for the psychological assessment of pupils from an educational standpoint, and contribute to the work of the committee for educational coordination *(comisión de coordinación pedagógica)*, or similar body, at schools to which they are assigned. In pre-primary and primary education, they may be responsible for one or more schools, while in secondary education, they work in one only. In secondary schools in some Autonomous Communities, they are often expected to teach subjects associated with their field, though on a limited basis. For information on recruitment, appointment, employer, status and evaluation, see ▶ *Director/a* (school level).

Óvoda- és iskolapszichológus

Country: Hungary
Grammatical variants: Óvoda- és iskolapszichológusok, óvoda- és iskolapszichológus*
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Educational counsellor in establishments for pre-primary education *(óvoda)*, primary and secondary education, *(általános iskola, gimnázium, szakközépiskola, szakiskola)*, including schools for special education. Persons appointed to this position must be qualified teachers (*óvodapedagógus, tanító* or *tanár*) and hold a special qualification in educational psychology or a qualification both in psychology and school education (involving 8 to 10 semesters of study in tertiary education). They counsel

teachers during regular sessions several times a week in the school concerned, or at the request of teachers (or parents). They also counsel pupils individually or at meetings in classes. These staff are recruited in accordance with an open procedure by the ▶ *Óvodavezető* or the ▶ *Igazgató* and employed by the municipality. They do not continue their teaching activities. For status and evaluation, see *óvodavezető*.

Óvodavezető

Country: Hungary
Grammatical variants: Óvodavezetők, óvodavezető*
Level: Pre-primary

Explanatory note: Head of a pre-primary establishment *(óvoda)*, including institutions for special education. Those appointed must be qualified teachers at the level concerned *(óvodapedagógus)* who have completed five years in service. No qualification in school administration is required. These staff have educational, administrative and financial duties and are also responsible for public relations. They evaluate teaching staff, retain a share of teaching activities and are recruited in accordance with an open procedure by the body responsible for their institution, which employs them with civil servant status. They are evaluated by experts selected from a national list.

P

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Päällikkö

Country: Finland
Grammatical variants: Pälliköt, päällik*
Level: Upper secondary/tertiary
Explanatory note: Synonym for ▶ *Johtaja* at secondary *(ammatillinen oppilaitos)* and tertiary education institutions (*yliopisto* and *ammattikorkeakoulu*).

Páredros (Πάρεδρος)

Country: Greece
Grammatical variants: Páredri, paredr*
Level: Primary/lower/upper secondary
Explanatory note: Counsellor at the Pedagogical Institute *(pedagogiko instituto)*, who is responsible for monitoring teaching quality in primary and secondary education. The *didaktoriko diploma*, a significant academic research record and 7 years of experience in education are required for appointment. Counsellors are recruited in accordance with an open procedure and appointed by the Minister of Education on the basis of a proposal from the coordinating council *(syntonistiko symvoulio)* of the Institute and members of the appropriate department within it, by whom they are also evaluated. They are employed by the State either as permanent civil servants or for 3 to 5 years, after which their employment may become permanent or be renewed on a temporary basis.

Pedagoški/ka svetovalec/lka (+)

Country: Slovenia
Grammatical variants: Pedagoški/ke svetovalci/lke, pedagošk* svetoval*
Level: All levels
Explanatory note: Adviser at the National Education Institute *(Zavod Republike Slovenije za šolstvo)* or Centre of the Republic of Slovenia for Vocational Education and Training *(Center Republike Slovenije za poklicno izobraževanje)*. At least a first university degree (4 years of study) and a minimum 7 years of professional experience (in education, counselling, or educational development/research) are required for appointment to posts in this category. The main task of the staff concerned is to advise and assist teachers in schools and contribute to the development of educational practice and methodology. They develop teaching materials (such as textbooks, multimedia and teaching equipment), help to ensure that theoretical and educational principles are put into practice in teaching and encourage teachers to use new working methods. These advisers also plan, introduce and monitor the curriculum and encourage and organise in-service teacher training, working individually or in teams at seminars or conferences on specific topics. They are appointed on the basis of an open recruitment procedure by the head of the above-mentioned Institute or Centre, who evaluates them. They are employed by the State as civil servants.
Note: Usually the name of the subject(s) with which advisers are concerned is added to the term as in *svetovalec za kemijo* (adviser for chemistry), *samostojni svetovalec za angleški*

jezik (senior adviser for English language), etc. Depending on promotion, they may be referred to as *svetovalec, višji svetovalec, samostojni svetovalec, vodja predmetne skupine, vodja področne skupine.*

Periferiakos diefthindís ekpedefsis (Περιφερειακός διευθυντής εκπαίδευσης)

Country: Greece
Grammatical variants: Periferiaki diefthindes ekpedefsis, periferiak* diefthind*
Level: Primary/lower/upper secondary
Explanatory note: Staff member responsible for monitoring the activity of schools for primary or secondary education *(dimotiko scholeio, gymnasio, lykeio)* in one of the administrative regions of the country. Candidates for a position in this category are permanently employed teachers *(daskalos/la, kathigitis/tria)* with civil servant status in public-sector primary or secondary education. They must have a university degree, at least 12 years of experience in teaching, and substantial administrative qualifications. A postgraduate qualification, foreign language proficiency, regular participation in in-service training, and social and cultural skills are also regarded as desirable. These staff are responsible for the administrative monitoring, coordination and evaluation of the work of the ▶ *Diefthindís/dria ekpedefsis,* ▶ *Proistamenos tmimatos epistimonikis & pedagogikis kathodigisis* and ▶ *Scholikós sýmvoulos* in the region concerned. They are appointed on the basis of an open recruitment procedure by the Ministry of Education, which employs them.

Pomochnik-director (Помощник–директор)

Country: Bulgaria
Grammatical variants: Pomochnik-directori
Level: Primary/lower/upper secondary/post-secondary
Explanatory note: School member of staff who assists the ▶ *Director* in the organisation of teaching, as well as administrative and educational activities. Staff in this category, who themselves teach, are appointed by the *director* on the basis of an open recruitment procedure and employed by the municipality. They are evaluated by the *director* and the ▶ *Ekspert v inspectorat* at the regional inspectorate for education. For qualifications and status, see *director*.

Pomočnik/ica ravnatelja (+)

Country: Slovenia
Grammatical variants: Pomočniki/nice ravnatelja, pomočni* ravnatelj*
Level: All levels
Explanatory note: Assistant to the ▶ *Ravnatelj/ica* (+) at an educational institution *(vrtec, osnovna šola, glasbena šola, gimnazija, srednja strokovna šola, poklicna šola, višja strokovna šola).* These staff perform tasks delegated to them by the *ravnatelj/ica* and deputise for him or her in case of absence. Assistants should normally have the same qualifications as the *ravnatelj/ica*, except that they need not have completed the special programme for prospective headmasters in a *Šola za ravnatelje*. They are appointed and may be discharged by the *ravnatelj/ica* with due regard in either case for the opinion of staff at the institution. For further information, see *ravnatelj/ica*.

Präfekt/in

Country: Belgium (German-speaking Community)
Grammatical variants: Präfekten/innen, Präfekt*
Level: Lower/upper secondary
Explanatory note: Synonym of ▶ *Studienpräfekt/in*.

Präsident/in

Country: Germany
Grammatical variants: Präsidenten/innen, Präsident*
Level: Tertiary
Explanatory note: Official title for ▶ *Leiter/in einer Hochschule* depending on the legislation of the *Land* and the constitution of the tertiary education institution concerned.

Predstojnik/nica (+)

Country: Slovenia
Grammatical variants: Predstojniki/nice, predstojni*
Level: Tertiary
Explanatory note: Head of a department or

other organisational unit (*oddelek, katedra, inštitut, klinika, center*, etc.) in a tertiary education institution *(visoka strokovna šola, umetniška akademija, fakulteta)*. Although no special training is required, those appointed to such a post have to be fully employed as a teacher in tertiary education *(visokošolski učitelj)*. Their main responsibility is to administer the work of the organisational unit concerned, while continuing to pursue their own teaching and academic or artistic activity. Staff in this category are recruited in accordance with formal internal procedures at their institution. In the public sector, they are state employees with civil servant status. They are evaluated by the ▶ *Dekan/ica* and by the council *(senat)* of the institution.
Note: Usually the department name is added to the term to give *predstojnik/ica oddelka, predstojnik/ica katedre, predstojnik/ica inštituta, predstojnik/ica centra, predstojnik/ica klinike,* etc.

Prefekt

Country: Finland
Grammatical variants: Prefekter
Level: Tertiary
Explanatory note: Swedish term for ▶ *Esimies* and for ▶ *Johtaja* at *ammattikorkeakoulu.*

Prefekt

Country: Sweden
Grammatical variants: Prefekter
Level: Tertiary
Explanatory note: Head of an academic department at a tertiary education institution – a university or university college (*universitet* or *högskola*) – who is responsible for the daily management of the department concerned. If a departmental board exists within the institution, this person usually chairs it. In general, those who occupy the post are appointed from among the department's teachers by the ▶ *Rektor* (tertiary education), in consultation with the department, and the ▶ *Dekan/us* for a fixed period determined by the institution. For employer, status and evaluation, see *dekan/us*.

Préfet/e des études

Country: Belgium (French Community)
Level: Lower/upper secondary
Explanatory note: Head of a public-sector school for secondary education, established and run by the French Community, or by a municipality or province *(athénée, collège, lycée)*. Staff in this category are appointed by the body responsible for the school *(pouvoir organisateur)*. For the recruitment procedure (in the public sector), responsibilities and evaluation, see ▶ *Directeur/trice*.

Preside di facoltà

Country: Italy
Grammatical variants: Presidi di facoltà
Level: Tertiary
Explanatory note: Head of the faculty management board *(consiglio di facoltà)* at a university institution *(universitá, istituti universitari)*. The person appointed has to be a full-time *professore ordinario* or *professore straordinario*, who is elected for a period of 3 years renewable by a majority of votes cast by the *professori ordinari*, *straordinari* or *associati* in the faculty concerned. Heads of faculty management boards, who continue their normal teaching duties, chair their board, convening its meetings and determining its agenda, supervise relations between the faculty and the central university authorities, and ensure that the former is properly managed. For information on appointment, employer, status and evaluation, see ▶ *Rettore.*

Président d'université

Country: France
Level: Tertiary
Explanatory note: Head of a university who is elected by an assembly consisting of all members of its administrative council, the academic council and the council concerned with studies and general university activity. The person elected must secure the votes of an absolute majority of the members in service when the election is held. Candidates have to hold the position of *enseignant-chercheur* with full tenure in the university concerned and be of French nationality. Their responsibilities, which they assume for five years, are administrative, financial and educational. They may be exempted from all

teaching duties if they so wish. They continue to pursue their professional activities within their occupational category, and are state employees with civil servant status.

President of the University

Country: Ireland
Level: Tertiary
Explanatory note: Synonym for ▶ *Chief officer*.

Président/e

Country: Luxembourg
Level: Tertiary
Explanatory note: Head of the *Centre universitaire* or the *Institut supérieur de technologie*. There are no special requirements for appointment to this post. Applicants are proposed and selected by the council of the institution *(conseil d'administration)* and appointed by the Ministry of Higher Education. For information on employer, status and evaluation, see ▶ *Directeur/trice*.

Presidente do Conselho Científico

Country: Portugal
Grammatical variants: Presidentes dos Conselhos Científicos
Level: Tertiary
Explanatory note: Person who chairs the academic council *(Conselho Científico)* of a university or non-university tertiary education institution. Those concerned are elected from among the teaching staff of the institution in compliance with its special legislation and statutes. Besides chairing the *Conselho Científico*, they ensure that the results of its deliberations are implemented as appropriate and are responsible for management of their institution's academic affairs. They also make recommendations regarding the allocation of available posts, the organisation of competitive examinations, matters relating to admissions, the renewal of teaching staff contracts and academic research.

Presidente do Conselho Científico da Escola Superior de Educação

Country: Portugal
Grammatical variants: Presidentes dos Conselhos Científicos das Escolas Superiores de Educação
Level: Tertiary
Explanatory note: Person who chairs the academic council *(Conselho Científico)* of a non-university tertiary education institution *(Escola Superior de Educação)* attached to an *Instituto Politécnico*. Those concerned are elected from among members of the council in accordance with terms and periods determined by each institution. They are responsible for management of its academic affairs and for ensuring that the business of the academic council, which approves the allocation of teaching staff, is satisfactorily carried out. Persons who chair the council also take decisions regarding academic equivalence and the recognition of grades, qualifications, courses and parts of courses, and approve the regulations relating to course attendance on the part of students, as well as to assessment, promotion and priorities. They are employed by the State with civil servant status.

Presidente do Conselho Directivo da Escola Superior de Educação

Country: Portugal
Grammatical variants: Presidentes dos Conselhos Directivos das Escolas Superiores de Educação
Level: Tertiary
Explanatory note: Person who chairs the administrative council of a non-university tertiary education institution *(Escola Superior de Educação)* attached to an *Instituto Politécnico (Conselho Directivo da Escola Superior de Educação)*. Those concerned are elected by the staff and student representatives of the *Escola* in accordance with procedures established in its internal regulations, from among its in-service teaching staff *(professors)* or persons whose individual merit has been recognised in the performance of duties equivalent to those of teachers. Persons appointed to chair the administrative council are formally expected to promote the development of the educational and teaching activity of the *Escola*, implement its curricular and other activities, and approve the official norms governing its operations. They carry out these duties for a three-year period

renewable once only. In some cases, the same responsibilities are exercised on an individual basis by the ▶ *Director/a da Escola Superior de Educação.*

Presidente do Conselho Directivo da Faculdade/Instituto

Country: Portugal

Grammatical variants: Presidentes dos Conselhos Directivos das Faculdades/ Institutos

Level: Tertiary

Explanatory note: Person who chairs the administrative council of a faculty or a university tertiary education institute *(Conselho Directivo da Faculdade/Instituto)*. Those concerned are responsible for management of the daily affairs of their faculty or institute and for supervising its academic and administrative services. They represent the institution, prepare the business of meetings of the administrative council and give the lead at them. Each *Faculdade/ Instituto* determines the precise conditions governing their election from among the members of the council, and the duration of their appointment. In some schools, the same responsibilities are exercised on an individual basis by the ▶ *Director/a da Faculdade/ Instituto*.

Presidente do Conselho Executivo

Country: Portugal

Grammatical variants: Presidentes dos Conselhos Executivos

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Person who chairs the executive council of a school for pre-primary, primary or secondary education *(escola básica, escola secundaria, escola profissional)* which has opted for a collective management model. The person concerned has the same responsibilities as the ▶ *Director/a*.

Presidente do Conselho Pedagógico

Country: Portugal

Grammatical variants: Presidentes do Conselhos Pedagógico

Level: Tertiary

Explanatory note: Person who chairs the council for educational administration *(Conselho Pedagógico)* of a tertiary education institution. The persons concerned are elected from among the teaching staff *(professor/a)* of the institution in compliance with its special legislation and statutes which specify the duration of the appointment. Besides chairing the *Conselho Pedagógico*, they also make general proposals and recommendations regarding educational policy, methods of teaching and assessment, conditions governing admission to tertiary education and any other matter related to educational or teaching activity. They are employed by the State, with civil servant status.

Presidente do Conselho Pedagógico da Escola Superior de Educação

Country: Portugal

Grammatical variants: Presidentes do Conselhos Pedagógico das Escolas Superiores de Educação

Level: Tertiary

Explanatory note: Person who chairs the council for educational administration *(Conselho Pedagógico)* of a non-university tertiary education institution *(Escola Superior de Educação)* attached to an *Instituto Politécnico*. To be eligible for this post, candidates should be a professor coordenador or a professor adjunto. The persons appointed are elected by members of the teaching staff of the institution concerned who are members of the *Conselho Pedagógico*. They are responsible for supervising the administration of the institution's educational and teaching activity and ensuring that the business of the council, which makes proposals and drafts reports on educational policy and teaching methods, is effectively conducted. Persons who chair the council also promote teacher training initiatives, coordinate the appraisal of work carried out by teachers and report on regulations relating to class attendance on the part of students, as well as to assessment, promotion and priorities. They are employed by the State, with civil servant status.

Presidente do Instituto Politécnico

Country: Portugal

Grammatical variants: Presidentes dos Institutos Politécnicos

Level: Tertiary

Explanatory note: Head of a non-university tertiary education institution *(Instituto Politécnico)*, who manages, guides and coordinates its activities and services and may be assisted by one or two ▶ *Vice-presidente do Instituto Politécnico*. Those occupying the post, who may be wholly or partially exempt from teaching, are elected by an electoral college from among the institution's in-service teaching staff (*professores titulares, coordenadores* or *adjuntos, professores catedráticos, associados* or *auxiliares*), or persons of recognised individual merit and exceptional professional experience. They exercise their responsibilities for a 3-year period renewable once only. They have civil servant status and are not subject to any evaluation procedure.

Principal

Country: Ireland

Level: Lower/upper secondary

Explanatory note: Head of a lower or upper secondary education institution (respectively *secondary, vocational, comprehensive, community schools* and *colleges*). The qualifications required are those of a *teacher* at the corresponding level and at least 5 years of teaching experience. Under the direction of the *board of management* of the school concerned, these heads are responsible for day-to-day management of the school, determining its educational aims, formulating strategies to achieve them in collaboration with the rest of the staff and developing its curricular policies. If the *principals* of *voluntary secondary schools* or *comprehensive* and *community schools* have more than 60 pupil units, they are expected to teach. In the case of *voluntary vocational schools* and *community colleges,* they usually teach a minimum of 5 hours depending on the points rating of the school. Selection of these heads is based on merit, an assessment of skills and an interview conducted by the religious order or a selection committee reporting to the *board of management* which appoints and employs them on a contractual basis. Although they are not regularly evaluated, newly recruited *principals* serve a one-year probationary term and in general are appointed for a maximum period of 7 years.

Principal

Country: Malta

Level: Upper secondary

Explanatory note: Academic and administrative officer at an upper secondary education institution for which the University of Malta is responsible *(junior college)*. These officers, who are entrusted with the day-to-day running of their college, are employed by the university and appointed by the *council* of the institution for a 4-year period from among ▶ *Area coordinators* and ▶ *Subject coordinators* on the recommendation of its board. For information on status and evaluation, see ▶ *Rector*; for qualifications, see ▶ *Dean*.

Principal

Country: United Kingdom (E/W/NI)

Level: All levels

Explanatory note:

- In Northern Ireland, this post is equivalent to ▶ *Headteacher*, but the staff concerned are employed by the *Education and Library Board* or the *Board of Governors* (depending on the category of school). For full information, see *Headteacher*.
- In England, Wales and Northern Ireland, the *Principal* is appointed to undertake the management and administrative responsibilities involved in running a *further education institution* or a *higher education college*. No specific qualifications are required, but newly appointed staff normally have a first degree (in general a *Bachelor's degree*) and a number of years of teaching and management experience as ▶ *Head of Department* or ▶ *Vice-Principal*. They may also hold postgraduate qualifications or higher degrees (a *Master's degree* or *Doctorate*), as are normally required by tertiary institutions. The main responsibilities of *Principals* are providing leadership, development planning and performance management, managing and organising staff and resources, managing the curriculum and

promoting good relations with employers and the community. They are recruited in accordance with an open competitive procedure and considered to be public employees. They are employed by the institution's governing body, and their contracts are usually full time and permanent. Performance evaluation arrangements are determined by the governing body. Synonyms: *Director, Chief executive*.

Principal

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Head of a tertiary education institution (*college of further* or *higher education, university, university college*) and member of the *Board of Management,* responsible for its internal management and administration. The post of *principal* is a promotion post, and those who occupy it do not carry out any teaching duties. Recruited by open competition and employed by their institution on the basis of a permanent contract, *principals* generally come from academic or management backgrounds and their qualifications can vary. Their performance is evaluated through the assessment of the institution by the *Scottish Higher Education Council* (SHEFC) and the *Quality Assurance Agency* (QAA). Synonyms: *Vice-Chancellor, Director*, *Chief Executive.*

Principal educational psychologist

Country: United Kingdom (SC)
Level: Primary/lower/upper secondary
Explanatory note: Senior promotion post for an ▶ *Educational psychologist*. For full information, see *educational psychologist.*

Principal teacher

Country: Ireland
Level: Pre-primary/primary
Explanatory note: Head of a pre-primary and primary education institution *(primary school)*. The person who occupies this position always has to teach to at least a minimum extent which depends on the size of the school concerned. For full information, see ▶ *Principal.* Synonym: *Headteacher.*

Principal Teacher Guidance

Country: United Kingdom (SC)
Level: Lower/upper secondary
Explanatory note: Adviser/counsellor in a lower or upper secondary education institution *(secondary/comprehensive school)*. The post of *principal teacher guidance* is a promotion post and those who occupy it perform some teaching duties, as well as providing guidance and personal, curricular and vocational advice to pupils. In upper secondary education, they help pupils choose subjects for specialisation and counsel those who require advice about what they might do on leaving school at the statutory age. For information on qualifications, recruitment, employer, appointment, status and evaluation, see ▶ *Headteacher.* Abbreviation: PT *Guidance*.

Principal/e

Country: France
Level: Lower secondary
Explanatory note: Head of a lower secondary school *(collège)* and member of the occupational category comprising managerial staff of education and training institutions who are responsible to the Minister of Education. Persons in this category are recruited, in particular, from among teaching staff *(professeurs des écoles, instituteur, professeur certifié, professeur agrégé, professeur d'éducation physique et sportive, professeur de lycée professionnel, maîtres de conférence)*, those concerned with broader educational matters (▶ *Conseiller/ère principal/e d'éducation*) or staff who provide guidance and counselling (▶ *Conseiller/ère d'orientation-psychologue*). Recruitment is either by competitive examination open to candidates aged no more than 50 who have completed five years in service, or from a list of qualified candidates who have completed 10 years in service. Also eligible for recruitment are staff (at appropriate levels) in other personnel categories (for teachers, instructors, counsellors and administrators) who have completed at least 10 years of service in the category concerned. Successful candidates are allocated to an *académie* (region) by the Minister of Education, and

then to a school by the *recteur d'académie* (responsible for the regional activities of the Ministry). The training of those recruited from the list of qualified candidates lasts one year, whereas for those recruited by examination it lasts two years. Trainees who have satisfactorily completed their placement are appointed to a tenured position within their new occupational category. Their responsibilities are educational, administrative, and financial but they do not carry out teaching activities as such. They are state employees with civil servant status and evaluated by the *recteur d'académie.*

Prodecan

Country: Romania
Grammatical variants: Prodecani
Level: Tertiary
Explanatory note: Deputy to the ▶ *Decan* in a tertiary education institution *(academie, conservator, institut, universitate)*. The person appointed performs tasks delegated by the *decan*, teaches and carries out research. For qualifications required, recruitment procedures, appointment, employer, status and evaluation, see *decan*.

Prodekan/ica

Country: Slovenia
Grammatical variants: Prodekani/ce, prodekan*
Level: Tertiary
Explanatory note: Deputy to the ▶ *Dekan/ica* at a tertiary education institution *(visoka strokovna šola, umetniška akademija, fakulteta)*. This position involves carrying out certain tasks which are either delegated by the *dekan/ica* or proposed by the council *(senat)* of the institution concerned. The procedure for recruiting the person who occupies the post is stipulated in the formal internal regulations of the institution. For qualifications required, employer, status and evaluation, see *dekan/ica*.

Prodekāns/e

Country: Latvia
Grammatical variants: Prodekāni/es
Level: Tertiary
Explanatory note: Deputy to the ▶ *Dekāns/e* at a tertiary education institution *(augstskola, universitāte, akadēmija)*. The duties of the post are determined by the *dekāns/e*, and may involve responsibility for matters such as academic and scientific work and international relations. The persons concerned are appointed by the faculty council *(fakultātes dome)* in accordance with a proposal by the *dekāns/e* and employed by the institution on a contractual basis. For qualifications and recruitment, see *dekāns/e*; for evaluation, see ▶ *Rektors/e.*

Prodekanus

Country: Finland
Grammatical variants: Prodekaner
Level: Tertiary
Explanatory note: Swedish term for ▶ *Varadekaani.*

Próedros (Πρόεδρος)

Country: Greece
Grammatical variants: Próedri, proedr*
Level: Tertiary
Explanatory note: Head of a technological education institution at tertiary level (*technologikó ekpedeftikó ídryma*, or TEI) who has to be a *kathigitis/tria* or an *anaplirotís kathigitis/tria* with civil servant status at an institution of this kind in order to be eligible for the post. The person appointed, who is exempt from teaching duties, is the joint legal representative of the TEI, in cooperation with its council, and responsible for all administrative matters at the institution, as well as the monitoring and coordination of its activities. These heads are appointed for 3 years in an election involving an electoral board formed from all departmental electoral boards and members of the administrative staff at the TEI concerned. They are employed by the State and are not subject to any evaluation procedure.

Profesiju konsultants/e

Country: Latvia
Grammatical variants: Profesiju konsultanti/es
Level: Lower/upper secondary/post-secondary
Explanatory note: Adviser who provides vocational and educational guidance to pupils,

students, young people and adults. Initial qualifications for this position include a first university degree *(bakalaura grāds)* or a professional tertiary education diploma *(augstākās profesionālās izglītības diploms)* which may be in any discipline, but is usually in psychology or the field of education and teaching. This has to be followed by successful completion of a course or postgraduate study programme in career guidance. The main responsibilities of advisers include professional interviewing and counselling, and the researching of information on educational opportunities, occupations and the labour market, liaising with employers, educational institutions and training providers. Officially, they can work in educational institutions (such as *pamatskola, vidusskola,* or *profesionālās izglītības iestāde*) or in any other private or state institution which, in accordance with its statutes, is concerned with career guidance. At present, however, vocational and educational guidance is provided in just two state-founded institutions, namely the National Resource Centre for Vocational Guidance *(profesionālās orientācijas informācijas centrs)* supervised by the Ministry of Education and Science, and the Career Counselling Centre *(Profesionālās karjeras izvēles centrs)* supervised by the labour department of the Ministry of Welfare. Advisers are recruited in accordance with a (normally open) procedure determined by the employer, and appointed and employed by the institution concerned on a contractual basis. Arrangements for their evaluation are fixed by the employer.

Profesinės mokyklos direktorius/orė

Country: Lithuania

Grammatical variants: Profesinių mokyklų direktoriai/orės

Level: Lower/upper secondary/post-secondary

Explanatory note: Head of an institution providing vocational lower and upper secondary or post-secondary education *(profesinė mokykla)*. The qualifications required are a tertiary education diploma and at least 3 years of in-service experience as a teacher, and administrative/managerial experience may be desirable in certain cases. Their responsibilities comprise administrative, financial and educational tasks, human resources management, public relations, and relations with employers and the business sector as appropriate. These heads are employed and appointed for 5 years and assessed by the Ministry of Education and Science. For information on recruitment, teaching activities, and status, see ▶ *Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė*

Profesor psiholog școlar

Country: Romania

Grammatical variants: Profesori psihologi școlari

Level: Lower/upper secondary/post-secondary

Explanatory note: Counsellor at career information and guidance centres, who is trained as a teacher *(profesor/oară)* specialised in school psychology. These staff provide psychological support and vocational/educational guidance to pupils in lower, upper secondary and post-secondary education institutions, including those for special education. They work with young people about to leave school, as well as graduates, and have to provide information on the labour market, possible career routes, personality evaluation and self-evaluation, and assist teachers and parents with problems encountered during the educational process. For appointment, employer, status and evaluation, see ▶ *Profesor psihopedagog*.

Profesor psihopedagog

Country: Romania

Grammatical variants:
Profesori psihopedagogi

Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: Counsellor at county centres for assistance in the field of education psychology, who provides psychological and educational support to pupils with special educational needs, in mainstream pre-primary, primary, lower secondary, upper secondary and post-secondary schools *(grădiniță, școală*

primară, școală generală, liceu, școală profesională, școală postliceală), or in separate special institutions. These counsellors are qualified teachers *(profesor/oară)* who have specialised in the educational psychology of special needs. They evaluate the requirements of individual pupils and provide guidance on appropriate educational pathways. They are appointed by the County School Inspectorate following a competitive examination, employed by the Inspectorate on a contractual basis and evaluated by the ▶ *Inspector școlar*.

Professor

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Person who provides academic leadership in a particular subject in a university. They must have a higher degree, a proven background of excellence in research as well as a record of providing leadership in teaching and in academic administration. Recruitment is by open competition. Main responsibilities include leading teaching, curriculum development and research, managing staff and resources, and liaising with external bodies. A *Professor* may also be ▶ *Head of Department* or ▶ *Dean*. *Professors* are employed by the university which decides on all terms and conditions, including any arrangements for performance evaluation.

Programme Leader

Country: United Kingdom (E/W/NI)
Level: Upper secondary/post-secondary
Explanatory note: Other term used for ▶ *Programme Manager.*

Programme Manager

Country: United Kingdom (E/W/NI)
Level: Upper secondary/post-secondary
Explanatory note: Junior manager in some *further education institutions* who is responsible for managing the delivery of one or more subjects, or courses aimed at specific groups of students. A first degree (normally a *Bachelor's degree*), a teaching qualification and several years of teaching experience would normally be expected. The main responsibilities of staff in this category depend on the particular post, but might include teaching, curriculum development and planning, staff and resource management and liaising with employers and external agencies. They are recruited in accordance with an open competitive procedure and employed by the governing body of the institution, normally on permanent contracts. Performance evaluation arrangements are determined by the institution but would normally be carried out by the line manager. The institutions concerned are free to decide which posts to offer and to designate job titles which often indicate the specific area covered by the post. Examples of other titles used include: *Programme Leader* and *Course Manager*.

Proistamenos spoudon kai fititikis merimnas (Προϊστάμενος σπουδών και φοιτητικής μέριμνας)

Country: Cyprus
Grammatical variants: Proistameni spoudon kai fititikis merimnas, proistamen*
Level: Tertiary
Explanatory note: Adviser at the university *(panepistímio)*. The person concerned is appointed to a permanent post by the university council. These advisers organise the student information service, offering them guidance with their studies as well as information about the social and cultural life of the student community. They are responsible for student registration, promotion and graduation procedures, including the duties of registrar, as well as for student insurance and financial assistance. They also prepare the timetable for lectures and examinations. For information on employer and status, see ▶ *Prýtanis.*

Proistamenos tmimatos epistimonikis & pedagogikis kathodigisis (Προϊστάμενος τμήματος επιστημονικής & παιδαγωγικής καθοδήγησης)

Country: Greece
Grammatical variants: Proistameni tmimatos epistimonikis & pedagogikis kathodigisis, proistamen*
Level: Primary/lower/upper secondary

Explanatory note: Staff member responsible for monitoring the activity of a department of academic and educational guidance *(tmima epistimonikis & pedagogikis kathodigisis)* in a regional education directorate for primary and secondary education institutions *(dimotiko scholeio, gymnasio, lykeio)*. Staff in this category have to have qualifications and experience as ▶ *Scholikós sýmvoulos* whose work they survey, coordinate, monitor and evaluate in the region concerned, while cooperating with the Pedagogical Institute through the competent departments in the Ministry of Education. They also evaluate the academic/educational work of ▶ *Diefthindís/dria ekpedefsis.* Performance of their administrative duties is evaluated by the ▶ *Periferiakos diefthindís ekpedefsis*, and their academic and educational activities by a counsellor *(sýmvoulos)* at the Pedagogical Institute. For information on qualifications, appointment, employer and status, see *scholikós sýmvoulos*.

Prorector

Country: Romania
Grammatical variants: Prorectori
Level: Tertiary
Explanatory note: Deputy to the ▶ *Rector* at a tertiary education institution *(academie, conservator, institut, universitate)*. This position involves carrying out certain tasks which are either delegated by the rector or proposed by the university board, and are concerned with the management of research, curriculum development, human resources, financing or international relations. For qualifications required, recruitment, appointment, employer, status and evaluation, see ▶ *Decan*.

Pro-Rector

Country: Malta
Level: Tertiary
Explanatory note: Member of the academic staff who is appointed by the ▶ *Rector* to take over the duties of the latter for a term of 1 year. The person concerned, whose teaching activities are reduced during the period of appointment, may be any member of a faculty approved by the *council of the university*. For information on employer, status and evaluation, see *rector.*

Pro-Rector

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Synonym for ▶ *Pro-Vice-Chancellor*.

Pró-reitor/a

Country: Portugal
Grammatical variants: Pró-reitores
Level: Tertiary
Explanatory note: Assistant to a ▶ *Reitor/a in* the case of certain specific tasks. The person concerned is appointed by the *reitor/a* for a period no longer than the latter's own term of office. For further information, see *reitor/a*.

Prorektor

Country: Finland
Grammatical variants: Prorektorer
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Swedish term for ▶ *Vararehtori*. Synonyms in Swedish: *Vice rektor, Biträdande rektor.*

Prorektor

Country: Norway
Grammatical variants: Prorektoren, prorektorer, prorektorene
Level: Tertiary
Explanatory note: Deputy to the ▶ *Universitetsrektor* or the ▶ *Høgskolerektor*, who may stand in for either and is responsible for certain specific areas of activity (such as research) at the institution concerned. The person who occupies the post is elected together with the *universitetsrektor* or *høgskolerektor.* For further information, see *universitetsrektor*.

Prorektor

Country: Sweden
Grammatical variants: Prorektorer
Level: Tertiary
Explanatory note: Deputy for the ▶ *Rektor* at a tertiary education institution – a university or university college (*universitet* or

högskola) – who is appointed by its governing body for a maximum of six years. For information on qualifications, employment, status and evaluation, see *rektor*.

Prorektor/ica

Country: Slovenia
Grammatical variants: Prorektorji/rice, prorektor*
Level: Tertiary
Explanatory note: Deputy to the ▶ *Rektor/ica* at a university *(univerza)*. This position involves carrying out certain tasks which are either delegated by the *rektor/ica* or proposed by the university council *(senat)*, and concerned with the management of research, student affairs, financing, international relations, etc. The person who occupies the post is appointed by the *rektor/ica*. For qualifications required, employer, status and evaluation, see *rektor/ica*.

Prorektor/in

Country: Liechtenstein
Grammatical variants: Prorektoren/innen, Prorektor*
Level: Upper secondary/tertiary
Explanatory note: Deputy head at an upper secondary or tertiary education institution (*Gymnasium, Berufsmittelschule* or the *Fachhochschule Liechtenstein*). Persons in this position support and deputise for the ▶ *Rektor/in* in every respect as required, and their tasks are codified in accordance with a government-approved specification. They are appointed and employed, with civil servant status, by the government for 4 years and evaluated by the *Rektor/in*. For information on qualifications and recruitment, see *Rektor/in* at the level concerned.

Prorektors/e

Country: Latvia
Grammatical variants: Prorektori/es
Level: Tertiary
Explanatory note: Deputy to the ▶ *Rektors/e* at a tertiary education institution *(augstskola, universitāte, akadēmija)*, who is in charge of academic *matters (mācību prorektors/e, prorektors/e mācību darbā)*, or scientific/research matters *(zinātņu prorektors/e, prorektors/e zinātiskājā darbā)*, or yet other affairs depending on the field of operations of the institution concerned. The precise responsibilities of the post are determined by the *rektors/e*. Deputy rectors, who continue their teaching activities, are recruited – normally in accordance with an open procedure – by the *rektors/e*, whose proposal is approved by the board *(senāts)* of the institution, following which the latter employs them on a contractual basis. For qualifications and evaluation, see *rektors/e*. Synonym: *Izglītības iestādes vadītāja vietnieks/ce izglītības jomā* (tertiary level).

Pro-Vice-Chancellor

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Assistant to the ▶ *Vice-Chancellor* and member of the senior management team of a university. These academic administrators normally have a higher degree (a *Master's degree* or *Doctorate*) and several years of experience in academic management, for example, as ▶ *Dean*. Besides helping the *vice-chancellor* to develop and oversee university policy in major areas of academic activity, they may be responsible for one or more areas of university work, including faculty and/or administrative functions. They are recruited in accordance with an open competitive procedure and employed by the university, which determines all terms and conditions of service, including any arrangements for performance evaluation. Synonym: *Pro-Rector*.

Proviseur

Country: Belgium (French Community)
Level: Lower/upper secondary
Explanatory note: Assistant head of a school for secondary education established and run by the French Community *(athénée, collège, lycée)*, who reports to the ▶ *Préfet/e des études*. Staff in this category are responsible for coordinating course provision, organising and supervising pupils outside teaching hours, working jointly with teachers or the *préfet/e des études* to organise school trips or outings, running the library, and administering the

work of the *surveillants-éducateurs* and they have to replace the *préfet/e* when absent. They are appointed by the French Community Minister of Education concerned on the basis of an open selection procedure and remunerated by the Ministry. For status, see ▶ *Directeur/trice*.

Proviseur/e

Country: France
Level: Upper secondary
Explanatory note: Head of an upper secondary school *(lycée)* and member of the occupational category comprising managerial staff of education and training institutions who are responsible to the Minister of Education. For full information, see ▶ *Principal/e*.

Provisor/in

Country: Belgium (German-speaking Community)
Grammatical variants: Provisoren/innen, Provisor*
Level: Lower/upper secondary
Explanatory note: Deputy head of a (lower and upper) secondary school *(Athenäum)* administered by the German-speaking Community. For full information, see ▶ *Unterdirektor/in*. Synonym: *Unterdirektor/in*.

Provost

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Synonym for ▶ *Vice-Chancellor*.

Provost

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Senior academic administrator of a faculty (and often the more senior ▶ *Dean*) at a tertiary education institution (*college of higher education, university* or *university college*). In some institutions, a *provost* is appointed on recommendation by the ▶ *Principal* for a limited period to provide academic management and leadership. The background of those appointed is normally academic and they share the same conditions of service as academic staff. For information on employer and status, see *dean*; for evaluation, see *principal*.

Prýtanis (Πρύτανης)

Country: Cyprus
Grammatical variants: Prytánis, prytan*
Level: Tertiary
Explanatory note: Head at the university *(panepistímio),* who is its highest academic and administrative official. The person who occupies the position is elected by members of the departmental councils for a period of 4 years renewable once subject to further election. The rector must be a professor *(kathigitis/tria)* of the institution, and chairs its services and is responsible for implementing its policies and carrying out the decisions of its council and senate. These staff are employed by the State with civil servant status.

Prýtanis (Πρύτανης)

Country: Greece
Grammatical variants: Prytánis, prytan*
Level: Tertiary
Explanatory note: Head of an institution providing tertiary education *(panepistímio, polytechneío)*, who is its legal representative, responsible for the maintenance of good order and respect for the regulations, as well as the overall administration of its various departments and services. The person appointed is also in charge of the budget of the institution and for satisfactory cooperation between its staff and students. These heads of institution are recruited in accordance with an open procedure, following applications by candidates to the deans' council *(prytaniko symvoulio)*. For information on qualifications, appointment (with the difference that the electoral board is that of a *panepistímio* or *polytechneío*), employer, status and evaluation, see ▶ *Próedros.*

Psichologas/ogė

Country: Lithuania
Grammatical variants: Psichologai/ogės
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Educational psychologist

who provides specialist support at a pre-primary, primary, general lower and upper secondary school, or a special school *(lopšelis-darželis, darželis, darželis-mokykla, pradinė mokykla, pagrindinė mokykla, vidurinė mokykla, specialiojo ugdymo įstaiga),* or who may work at the national centre of educational psychology *(respublikinis pedagoginis psichologinis centras)* or for the local educational psychology services *(pedagoginė psichologinė tarnyba)*. The qualifications required are a *magistras* (1-2-year postgraduate degree) in psychology or a tertiary education qualification in psychology with a specialisation in educational psychology. These specialists assist pupils, as well as their families and teachers, with psychological and educational problems, providing guidance and advice on developmental and educational issues. They also implement psychological evaluations and surveys and projects for the development of social skills, and deal with issues concerning the social life of students in general. Methods of support include individual interviews, group meetings, and questionnaires. Staff in this category, who have civil servant status, may be employed by the national, regional or local authorities (depending on the authority to which the institution that appoints them is directly responsible). They are evaluated by the qualification commission *(psichologė kvalifikacinė komisija)* at the teacher professional development centre *(pedagogė profesinės raidos centras)*. For information on recruitment and appointment, see ▶ *Specialusis/ioji pedagogas/agogė*; for status, see ▶ *Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė*); they can be promoted to the title of ▶ *Vyresnysis/nioji psichologas/ogė,* ▶ *Psichologas/ogė metodininkas/kė*, ▶ *Psichologas/ogė ekspertas/tė.*

Psichologas/ogė ekspertas/tė

Country: Lithuania

Grammatical variants: Psichologai/ogės ekspertai/tės

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Highest promotion title awarded to those who have occupied the post of ▶ *Psichologas/ogė metodininkas/kė* for 3 years or practised as ▶ *Psichologas/ogė* for no less than 11 years. The title may also be conferred on those who hold a *daktaras* (second postgraduate degree) in childhood psychology, developmental psychology, or educational and social psychology, and who have worked as counselling psychologists for no less than 3 years. Candidates should have a publications record, and prepared methodological support materials or psychological programmes for teachers or psychologists. They should also have mastered a specific field of counselling and psychodiagnostics, and be capable of tackling the complex problems of pupils, families, teachers and their representative bodies, conducting in-service training classes for psychologists and teachers, and taking part in the work of expert commissions. For information on recruitment, appointment, employer, status and evaluation, see *psichologas/ogė*.

Psichologas/ogė metodininkas/kė

Country: Lithuania

Grammatical variants: Psichologai/ogės metodininkai/kės

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Promotion title (second grade) awarded to those who have held the post of ▶ *Vyresnysis/nioji psichologas/ogė* for 3 years or practised as ▶ *Psichologas/ogė* for no less than 8 years. Candidates for the title have to be able to carry out psychological correction or adjustment of the personality of individual pupils or interpersonal classroom relations, diagnose disorders, work with teachers and other school staff and, working with them, tackle the problems faced by pupils. Titleholders also instruct teaching staff on psychological matters, conduct in-service training classes for teachers, and provide professional advice to psychologists. For information on recruitment, appointment, employer, status and evaluation, see *psichologas/ogė*.

Psicólogo/a

Country: Portugal

Grammatical variants: Psicólogos/as

Level: Upper secondary/tertiary

Explanatory note: Counsellor in educational psychology at upper secondary and tertiary levels of education. A university degree *(licenciatura)* in psychology (5 years of study), or an equivalent qualification, is required for appointment to a post of this kind. The staff concerned contribute to the harmonious personal development of pupils and students, and offer support to those in difficulty by applying their expertise in psychology or educational psychology to the problems encountered. They collaborate with the administrative and management bodies of the one or more institutions in which they perform their duties. Access to posts in this category is governed by the legislation concerning careers for higher technical staff in the public service. These counsellors are recruited on the basis of a national competitive examination and appointed, with civil servant status, by the *Direcção Regional de Educação* (DRE).

Psicopedagogista

Country: Italy

Grammatical variants: Psicopedagogisti

Level: Primary/lower/upper secondary

Explanatory note: An adviser to teachers who may be employed at a primary, lower secondary or, more rarely, an upper secondary institution *(scuola elementare*, *scuola media, istituti, licei)*. A person occupying this position has to be a permanent teacher *(insegnante)* with a special qualification (most commonly a degree in psychology or in education with a specialisation in psychology, or a university diploma with a specialisation in psychology, education or a related field). These advisers, who may be wholly or partially exempt from teaching duties, offer support to teachers working with disadvantaged students, or those with special needs, or pupils in institutions in which action in the field of educational psychology has been appropriately provided for by their collective management bodies. They are appointed by the ▶ *Dirigente scolastico* following their designation by the teachers' assembly *(consiglio dei docenti)*, and perform their activities throughout the school year. They are indirectly evaluated by the assembly which may recommend them for a further period provided their work has been satisfactory. For information on employer and status, see *dirigente scolastico.*

Psychologue scolaire

Country: Luxembourg

Level: Lower/upper secondary

Explanatory note: School advisory staff member in a *Centre de psychologie et d'orientation scolaires* (CPOS). A 4-year university qualification in psychology is required for appointment to this post. Advisors are responsible for supporting the education of pupils in secondary education (at *lycées* and *lycées techniques*) by means of experimental psychology. They report to the ▶ *Directeur/trice* de *lycée*/*lycée technique*. Staff in this category contribute to the educational guidance of pupils in the sixth year of primary education. They also advise parents and pupils, as well as institutions and others responsible for educating the latter in the psychological, psycho-affective and psychosocial aspects of learning. They are recruited on the basis of an open competitive examination followed by a two-year theoretical and practical course. They are appointed and employed, with civil servant status, by the Ministry of Education.

Psycho-pedagogisch consulent/e

Country: Belgium (Flemish Community)

Grammatical variants: Psycho-pedagogisch consulenten

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Counsellor in educational psychology at a centre for educational guidance (*centra voor leerlingenbegeleiding*, or CLB) which is entrusted by the government of the Flemish Community with the task of counselling young people who encounter problems from pre-primary up to the start of tertiary education. These counsellors help pupils who require special assistance with psychological and other learning problems, and gather, analyse and evaluate psychological, medical and social data on them, which is collated in personal

multidisciplinary files. They are employed and evaluated by their CLB.

PT Guidance

Country: United Kingdom (SC)
Level: Lower/upper secondary
Explanatory note: Abbreviation of ► *Principal teacher guidance*.

Pupil Support Officer

Country: United Kingdom (E/W/NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Term used for an ► *Education Officer* who specialises in special educational needs and inclusion issues.

Ravnatelj/ica (+)

Country: Slovenia
Grammatical variants: Ravnatelji/ce, ravnatelj*
Level: All levels
Explanatory note: Head of an educational institution *(vrtec, osnovna šola, glasbena šola, gimnazija, srednja strokovna šola, poklicna šola, višja strokovna šola)*, including special education institutions. To be appointed to this post in a public-sector institution, the candidate should be a teacher *(vzgojitelj/ica predšolskih otrok, učitelj/ica)* or ▶ *Svetovalni/na delavec/vka*, and have at least five years of experience in education (as a teacher or *svetovalni/na delavec/vka*). Candidates should also have the promotion title of *svetnik/ica* or *svetovalec/lka*, or have possessed the promotion title of *mentor/ica* for at least 5 years. Before appointment, they must attend a special training programme in a school for prospective headmasters *(šola za ravnatelje)*, which ends with the final examination, *ravnateljski izpit*. These heads are educational leaders and managers of their institution, and may also carry out the tasks of its general manager ▶ *Direktor/ica* (+) where the founding act so determines. They are responsible for the entire staff management policy of the institution, including determination of the number of teaching posts, the recruitment of new staff, in-service training, staff promotions or salary increases and disciplinary matters. They also monitor the work of staff, advise them and organise mentorship for trainee teachers *(pripravniki)*. Finally, they are obliged to teach, with their teaching or counselling workload dependent on the size of the institution. In the public sector, these heads are appointed for a period of 4 years by the council of the institution (*svet vrtca* or *svet šole*) in accordance with an open recruitment procedure, and may also be discharged by the council. For both appointment and discharge, the council has to obtain ministerial approval, as well as the opinion of the faculty (in the case of tertiary institutions) and the local community. If an educational institution is founded by a national minority, the opinion of that minority is also required. In the public sector, heads are state employees with civil servant status. They are evaluated by the council of the institution (*svet vrtca* or *svet šole*) and ▶ *Inšpektor/ica za šolstvo.*
Note: Depending on the institution concerned, the full forms used are: *ravnatelj/ica vrtca, ravnatelj/ica glasbene šole, ravnatelj/ica osnovne šole, ravnatelj/ica gimnazije,* etc.

Recteur

Country: Belgium (French Community)
Level: Tertiary
Explanatory note: Head of a university *(université)* responsible for general management of the institution and for academic matters. The qualifications required for this post are those of an appointed *professeur ordinaire*. Rectors represent their university, carry out the decisions of its academic council, chair its board (the *Conseil*

d'administration) and the standing *bureau* elected from among its members, supervise initial handling of academic matters submitted to the board or the *bureau* for consideration and implements the academic decisions of both bodies. In universities of the French Community, rectors are appointed by the government, whereas in the private universities they are appointed by the body responsible for the institution concerned *(pouvoir organisateur)*. They are elected from a list of three *professeurs ordinaires* submitted by the academic council for a period of four years twice renewable. Their remuneration comes from the grant awarded to the university by the Community to cover its staff and operational expenditure. Their salaries as a *professeur ordinaire* are raised by an amount fixed in law.

Rector

Country: Malta
Level: Tertiary
Explanatory note: Principal academic and administrative officer of the University of Malta, who is responsible for its daily management. The *rector* is elected for a period of 5 years by the council of the university from among candidates who are approved members of a university faculty. The person concerned is nominated by the academic staff of the university, and employed and appointed by it on the recommendations of its public service commission. The rector, who has civil servant status, is evaluated in accordance with a bonus-linked performance assessment system.

Rector

Country: Netherlands
Grammatical variants: Rectoren, rectors
Level: Lower/upper secondary
Explanatory note: Head of a school for general secondary education (VWO). For full information, see ▶ *Directeur*.

Rector

Country: Romania
Grammatical variants: Rectori
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(academie, conservator, institut, universitate)*, who must have the same qualifications as ▶ *Decan* except that the publication of original papers is also required. The person appointed is responsible for all academic and administrative matters and has executive and representative functions in relations with other institutions and organisations, including the Ministry of Education and Research. The *rector* is elected by the university board and the appointment is confirmed by order of the Minister. For employer and evaluation, see *decan*.

Rector

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Synonym for ▶ *Vice-Chancellor*.

Rector

Country: United Kingdom (SC)
Level: Lower/upper secondary/tertiary
Explanatory note:
- Synonym for the ▶ *Headteacher* in lower and upper secondary education *(secondary/comprehensive school)*.
- Head of the *University Court* in the ancient universities, who is elected by the student body and employed by the university concerned. Persons who occupy this position are appointed as such for 3 years and nominate their assessor to the *Court*. No particular qualifications are required and their role is as a figurehead for the University, usually because they are celebrities or public figures. They do not teach and are not formally evaluated.

Rector (Ректор)

Country: Bulgaria
Grammatical variants: Rectori
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(university, spetsializirano vische utchilischte)*. An academic degree *(nautschna stepen – научна степен)*, together with the title of associate professor/professor *(доцент/професор)* is required for appointment to this post. The person appointed represents the institution

concerned and exercises management and administrative responsibilities, while still continuing to teach. Rectors are elected by the general assembly of their institution for no more than 2 consecutive periods of 4 years, subject to formal confirmation by the chairperson of the assembly. They chair the academic council of their institution and are employed by it on a contractual basis. The general assembly is responsible for discussing and accepting the report of the *rector* on the development of the institution.

Rector magnificus

Country: Netherlands
Grammatical variants: Rectores magnifici
Level: Tertiary
Explanatory note: Head of a university *(universiteit)* responsible for its overall management and administration, including its plan, budget, annual report and formulation of its management and administrative regulations. Although exempt from teaching, the person who occupies this position has to be a teacher *(gewoon hoogleraar)* with further qualifications which may be determined by the university. Among the tasks of the *Rector magnificus*, as a member of its executive board *(college van bestuur)*, is that of reporting to the supervisory board *(raad van toezicht)*, as well as to the Minister of Education, Culture and Science. These university heads are appointed and employed by the supervisory board and are accountable to it. For information on status, see ▶ *Directeur*.

Rector/a

Country: Spain
Grammatical variants: Rectores/as
Level: Tertiary
Explanatory note: Head of a university who must be one of its teachers *(catedrático/ca de universidad)* and who is elected by its teaching and research staff (including *profesores titulares* and *catedráticos/cas*), administrative and service staff and students, from among its in-service *catedráticos/cas de universidad*. Rectors manage, administer and represent their university, award degrees, qualifications and titles, appoint professors, and take decisions on staff administrative and disciplinary matters. They chair all mixed membership university bodies, with the exception of the *consejo social* (social council), and implement the agreements reached by them. Rectors are appointed by the appropriate education authority in the Autonomous Community concerned. For information on employer, status and evaluation, see ▶ *Decano/a*.

Ředitel/ka 1.-5. ročníku základní školy

Country: Czech Republic
Grammatical variants: Ředitelé/lky 1.-5. ročníku základní školy, ředitel*
Level: Primary
Explanatory note: Head of a *základní škola* providing only first stage basic education (primary level). The qualifications required are the same as those of a teacher at this level (*učitel/ka 1.-5. ročníku základní školy*). For information on recruitment, specific training, main responsibilities, teaching activities, status, employer and evaluation, see ▶ *Ředitel/ka mateřské školy.*

Ředitel/ka mateřské školy

Country: Czech Republic
Grammatical variants: Ředitelé/lky mateřské školy, ředitel*
Level: Pre-primary
Explanatory note: Head of a pre-primary education institution *(mateřská škola)*. The qualifications required are those of a teacher at pre-primary level *(učitel/ka mateřské školy)*, and university-level training is regarded as preferable. Staff appointed to the post of head must have completed 1 or 2 years of service as a teacher, depending on the number of classes for which they are to be responsible. Their duties comprise administrative, financial and educational tasks, alongside the continuation of teaching activity. Heads are appointed by the regional authority *(krajský úřad)* in accordance with an open recruitment procedure and subject to the approval of the municipality *(obec)* that administers the school. They are employed on a contractual basis by the school if it has the status of a legal entity or, if not, by the district authority which, in either case, remunerates

them. Heads are evaluated by the ▶ *Školní inspektor/ka* during evaluation of the school, with possible assistance from the school council if one exists.

Ředitel/ka speciální školy

Country: Czech Republic
Grammatical variants: Ředitelé/lky speciální školy, ředitel*
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of a pre-primary, primary, lower and/or upper secondary institution for children and young people with special educational needs. The qualifications required are the same as those of teachers catering for special educational needs at the corresponding level (e.g. *učitel/ka speciální mateřské školy, učitel/ka speciální základní školy*, etc.). For information on recruitment, specific training, main responsibilities, teaching activities, status, and employer, see ▶ *Ředitel/ka střední školy*; for information on evaluation, see ▶ *Ředitel/ka mateřské školy*.

Ředitel/ka střední školy

Country: Czech Republic
Grammatical variants: Ředitelé/lky střední školy, ředitel*
Level: Upper secondary
Explanatory note: Head of an upper secondary education institution or *konzervatoř*. The qualifications required are the same as those of a teacher at upper secondary level (e.g. *učitel/ka všeobecně vzdělávacích předmětů střední školy, učitel/ka odborných předmětů střední školy*, etc.) and applicants must have completed 4 years of service as teachers. Heads are appointed by the regional authority *(krajský úřad)* in accordance with an open recruitment procedure and subject to the approval of the Ministry of Education. Their responsibilities comprise administrative, financial and educational tasks, alongside the continuation of teaching activity. They are employed on a contractual basis by the school and remunerated by the district authority. For information on evaluation, see ▶ *Ředitel/ka mateřské školy*. The school head at a *vyšší odborná škola* has the same position and works under the same conditions as the head of an upper secondary education institution.

Ředitel/ka základní školy

Country: Czech Republic
Grammatical variants: Ředitelé/lky základní školy, ředitel*
Level: Primary/lower secondary
Explanatory note: Head of a *základní škola* providing primary and lower secondary education. The qualifications required are the same as those of a teacher at the corresponding level *(učitel/ka 6.-9. ročníku základní školy)*. Staff appointed to the post of head must have completed 3 or 4 years of service as a teacher, depending on the number of classes for which they are to be responsible. For information on recruitment, main responsibilities, teaching activities, status, employer and evaluation, see ▶ *Ředitel/ka mateřské školy*.

Registered Inspector

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Inspector who has responsibility under the law for writing the school inspection report and leading inspections in England and Wales. Prospective *Registered Inspectors* must have experience as an ▶ *Enrolled/Team Inspector* and must successfully complete a programme of preparation and training. Their main responsibilities include the deployment and conduct of the inspection team, inspecting individual schools, providing oral feedback to school staff and writing inspection reports. All inspectors are expected to participate in five days of mandatory in-service training each year. They carry out inspections on behalf of *Office for Standards in Education* (OFSTED) or Estyn through private inspection contractors which include various types of organisation, such as private education consultants or inspection companies and *local education authorities*. Their work is monitored by ▶ *Her Majesty's Inspectors*. Abbreviation: RGI.

Registered Nursery Inspector

Country: United Kingdom (W)

Level: Pre-primary

Explanatory note: Inspector who has responsibility under the law, in Wales, for carrying out inspections in publicly-funded settings providing pre-primary education (except *maintained schools*). These inspectors must have successfully completed a programme of preparation and training. Their main responsibilities include inspecting the individual settings, providing oral feedback to staff, writing inspection reports and contributing to the development of inspection guidance and national debate in the area of specialisation. All inspectors are expected to participate in in-service training. They are either self-employed, working under contract to a private company contracted by Estyn to carry out inspections, or are employed directly by the company. Their work is monitored by ► *Her Majesty's Inspector*. Abbreviation: RgNIs.

Note: *Registered Nursery Inspectors* have been replaced by ► *Childcare Inspectors* in England.

Rehtori

Country: Finland

Grammatical variants: Rehtorit, rehtor*

Level: Primary/lower/upper secondary/tertiary

Explanatory note:

- Head of a compulsory *(peruskoulu)* or secondary education institution *(lukio, ammatillinen oppilaitos)*, including adult education institutions. The qualifications required for this position are the degree of *maisterintutkinto*, or its equivalent (in the case of a post at an *ammatillinen oppilaitos*, the diploma of *ammattikorkeakoulututkinto* is an acceptable alternative) and a teaching qualification for the type of education concerned (for example the *luokanopettaja* or *aineenopettaja* at a *peruskoulu*). In most institutions, candidates are expected to have a certain level of professional experience and to have passed the examination in school administration, or acquired comparable administrative experience. Heads, who are members of the teaching staff of their institution, have overall responsibility for its management, but their teaching activity depends on the type and size of the institution concerned. Selection is based on an open recruitment procedure organised by the local authority or a private maintaining body. Staff in this category are appointed and employed by the local authority or maintaining body, as civil servants or on a contractual basis. They are evaluated by the educational provider. Synonym: *Johtaja (peruskoulu, ammatillinen oppilaitos)* including adult education.
- Head of a tertiary education institution *(ammattikorkeakoulu)* who has overall responsibility for its management. Candidates for the post must hold the degree of *lisensiaatintutkinto* or *tohtorintutkinto*, and have acquired administrative experience and sufficient knowledge of the educational field concerned. The responsibilities involved are regulated by the managerial ordinance of the institution and normally include financial matters and personnel management, but no teaching activity. These heads are recruited on the basis of an open procedure organised by the governing board of the *ammattikorkeakoulu*, and appointed for periods of 5 years by a body which varies, depending on the educational provider and ordinance of the institution (it may, for example, be the governing board of the institution or the municipal council). They are employed by the local authority or a private maintaining body, as civil servants or on a contractual basis, and evaluated by the educational provider.
- Head of a university *(yliopisto)*. Persons in this position must hold the degree of *tohtorintutkinto* or occupy the post of *professori* and, at the four tertiary institutions for artistic education, those who occupy the posts of *yliassistentti* and *lehtori* are also eligible. While duties vary depending on the university concerned, they normally include aspects of organisational, financial and personnel management, but no teaching activity. Heads in this category are elected for periods of 5 years by the mixed representative electoral body of the

university and employed by it as civil servants. They are evaluated in accordance with its internal arrangements.

Swedish term: *Rektor*.

Reitor/a

Country: Portugal
Grammatical variants: Reitores
Level: Tertiary
Explanatory note: Head of a university *(universidade)*, who is elected by the university assembly *(Assembleia da Universidade)*, in a secret ballot of the *professores catedráticos* with permanent tenure, for a period of four years renewable in accordance with the statutes of the institution concerned. Rectors, who are exempt from teaching, represent and run their university, and are responsible for broadly devising its policies, submitting their proposals to the senate *(Senado)*, and supervising the academic, administrative and financial management of the university. They are assisted in their duties by one or more ▶ *Vice-reitor/a* and ▶ *Pró-reitor/a*. They are employed by the State with civil servant status, and are not subject to any evaluation procedure.

Rektor

Country: Denmark
Grammatical variants: Rektorer
Level: Upper secondary/tertiary
Explanatory note:

- Head of an institution for upper secondary education (*gymnsasium,* HF, HHX, HTX institutions). For full information, see ▶ *Skoleinspektør*.
- Head of a tertiary education institution (*universiteter, handelshøjskoler, seminarer,* etc.), who is responsible for its day-to-day management and represents it in external matters. While persons who occupy this position have to be graduates in at least one of the subjects taught at the institution and have completed professional postgraduate teacher training for upper secondary school teachers (as *adjunkt, lektor,* etc.), no other special qualifications are required. Rectors have normally been appointed by the county council on the basis of an open procedure from among applicants approved by the Ministry of Education, and then employed by the county. However, in an increasing number of cases, they are appointed by the institution's board which also evaluates them.

General term: *Skoleleder*.

Rektor

Country: Estonia
Grammatical variants: Rektorid, rektori*
Level: Tertiary
Explanatory note:

- Head of an applied, professionally-oriented tertiary education institution *(rakendus-kõrgkool)*. The *magistrigraad* or *doktori-kraad* degree or their equivalent are required for appointment. The *rektor* reports to the council of the institution and the Minister of Education. For responsibilities, see ▶ *Juhataja*; for recruitment, employer and status, see ▶ *Direktor* (state schools).
- Head of a university education institution *(ülikool)*. The academic title of professor is required for appointment. The *rektor* represents the institution and assumes administrative, educational and financial responsibilities, but has no teaching duties. The person appointed is elected for 5 years in accordance with the procedure specified in the statutes of the university. The oldest member of the university board *(ülikooli nõukogu)*, to which the rektor reports, signs his or her employment contract on behalf of the university.

Rektor

Country: Finland
Grammatical variants: Rektorer
Level: Primary/lower/upper secondary/tertiary
Explanatory note: Swedish term for ▶ *Rehtori.*

Rektor

Country: Hungary
Grammatical variants: Rektorok, rektor*
Level: Tertiary
Explanatory note: The head of a university *(egyetem)*, who must be a qualified university teacher *(egyetemi tanár)* in order to secure appointment. Persons who occupy this

position exercise educational, administrative and financial responsibilities. They are recruited in accordance with an open procedure by the President of the Republic, following submission of their applications by the Minister of Education. They are employed by the Ministry of Education with civil servant status.

Rektor

Country: Iceland
Grammatical variants: Rektorar
Level: Tertiary
Explanatory note: Head of a university institution *(háskóli)*. In state institutions, only a person with at least the same qualifications as a *prófessor* or *dósent* qualifies as a candidate for this post. The person concerned assumes administrative, educational and financial responsibility for the institution, and represents it in dealings with outside players. The *rektor* is appointed and employed for a 5-year period by the Minister of Education, Science and Culture in accordance with a recommendation from the university council, which is usually based on the results of an election in which all full-time staff and students of the institution are entitled to vote. For status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Rektor

Country: Norway
Grammatical variants: Rektoren, rektorer, rektorene
Level: Primary/lower/upper secondary
Explanatory note: Head of a basic compulsory or upper secondary education and training institution *(grunnskole*, *videregående skole)*, including special education institutions. The qualifications required are those of a teacher at the relevant level *(adjunkt, allmennlærer, faglærer, lektor)* and at least three years of teaching experience. These heads, who may also perform teaching activities, depending on the size of their school, are responsible for both administrative and educational aspects of its management, as well as for contacts with parents and local authorities. They also administer the school budget within the framework established by the municipality (in the case of a compulsory school) or county authorities (upper secondary school). Applicants for the post of *rektor*, who are evaluated and recommended by schools, are recruited mainly in accordance with an open procedure They are appointed and employed by the municipality (compulsory school) or the county authorities (upper secondary school), to which they report in the course of their duties. Their employment is on a permanent basis unless they are subsequently judged to be unfit for service.

Rektor

Country: Poland
Grammatical variants: Rektorzy, rektor*
Level: Tertiary
Explanatory note: Head of a university institution elected from among persons holding the title of *profesor* or the degree of *doktor habilitowany*. The main responsibilities of the position include chairing the senate of the institution, representing the latter to the outside world, and supervising both students and staff. The *rektor* is responsible for management decisions and supervising administration at the university, maintaining security and good order on campus, and preparation of an annual report on the state of the institution. Election to this top post is for a three-year term renewable consecutively only once and carried out by a special electoral team or the university senate in accordance with procedures described in the statutes of the institution. The *rektor* is employed by the institution and is evaluated by its senate.

Rektor

Country: Sweden
Grammatical variants: Rektorer
Level: All levels
Explanatory note:
- Head of a school for compulsory education *(grundskola)* and/or upper secondary education (*gymnasieskola* and *kommunal vuxenutbildning*) and in some cases pre-primary education schools. The post requires pedagogical insight acquired through training and experience. Following their

appointment, these staff complete a national initial school management training programme organised by universities and university colleges with the support of state funds allocated by the National Agency for Education *(Skolverket)*. The role of the persons appointed, who in most cases have no teaching duties, is to actively guide and coordinate the educational activity of their institution and manage its staff. The municipality that appoints and employs them specifies the local requirements regarding professional experience and is fully responsible for the open recruitment procedure involved. These school heads are employed on a permanent contract with civil servant status. Although they are not subject to individual evaluation, their general performance may be assessed as part of the *Skolverket's* overall responsibility for the follow-up and evaluation of early childhood education/care and schooling. General term: *Skolledare*.

- Head of a tertiary education institution – a university or university college (*universitet* or *högskola*) – who is its legal representative and responsible for its teaching, research and administration. Either a *professor* or *lektor* may become a *rektor*, and administrative skills are also taken into account. Rectors are appointed for up to 6 years by the government on the basis of a proposal by the governing body of the institution concerned, but appointment may be for more than a single period. They are employed with civil servant status by the institution and not subject to individual evaluation.

Rektor/ica

Country: Slovenia
Grammatical variants: Rektorji/rice, rektor*
Level: Tertiary
Explanatory note: Head of a university *(univerza)*. Although no special training is required, those appointed to this post will have reached the highest possible rank of teacher in tertiary education *(redni profesor)*. They manage, represent and act on behalf of their university, while normally continuing to teach and pursue their other academic or artistic commitments. University rectors are elected by fully employed teachers and other academic staff at their institution as well as student representatives, and may be re-elected. They are recruited in accordance with formal internal procedures at their university and, in the public sector, employed by the State as civil servants. They are evaluated by the university council *(senat univerze)*.

Rektor/in

Country: Austria
Grammatical variants: Rektoren/innen, Rektor*
Level: Tertiary
Explanatory note: Head of a university *(Universität)*. The person appointed must either be a university professor *(Universitätsprofessor/in)* with the ability needed to manage a university, especially as regards organisational skills and economic expertise, or a person from outside the university with similar qualifications. However, no special training is required. The responsibilities of rectors comprise administrative, financial and educational tasks, as well as public relations duties. If they are university professors, they pursue their teaching activities which may, however, be reduced. They are elected by the University Assembly *(Universitätsversammlung)* on the basis of a proposal by the University Council *(Senat)*, and appointed for a 4-year period renewable once. They are employed by the Federal Minister of Education, Science and Culture on a contractual basis, and evaluated by the *Senat* of the university.

Rektor/in

Country: Germany
Grammatical variants: Rektoren/innen, Rektor*
Level: Tertiary
Explanatory note: Official title for ▶ *Leiter/in einer Hochschule* depending on the legislation of the *Land* and the constitution of the tertiary education institution concerned.

Rektor/in

Country: Liechtenstein
Grammatical variants: Rektoren/innen, Rektor*

Level: Lower/upper secondary/tertiary

Explanatory note:

- Head of a secondary education institution *(Gymnasium, Berufsmittelschule)*. The qualifications required are those of a teacher at a *Gymnasium* (*Gymnasiallehrer/in* (+)) and a minimum of 3 years professional experience at the particular *Gymnasium* or *Berufsmittelschule* concerned. The *Rektor/in* is appointed and employed for 4 years by the government on the basis of a proposal by the school council *(Schulrat)*, and is advised and assessed by the ▶ *Mitglied der Unterrichtskommission.*
- Head of a tertiary education institution (the *Fachhochschule Liechtenstein*), and its foremost representative to the public. The qualifications required for this position are those of a teacher at tertiary level *(Dozent/in)*. Those who occupy the post implement the resolutions of the *Fachhochschulrat* (the council of the *Fachhochschule Liechtenstein*) and the *Diplomkommission,* an inter-faculty body which monitors diploma examinations, and is responsible for the observance of regulations and enactments. They are appointed and employed, with civil servant status, for 4 years by the government on the basis of a proposal by the *Fachhochschulrat*, which is responsible for advising and evaluating them.
- Head of a tertiary education institution, the *Internationale Akademie für Philosophie* (IAP), who is fully responsible for its operations, as well as its financial and administrative development. Persons occupying the position of *Rektor/in* are fully qualified teachers at tertiary level *(Dozent/in)* who are elected by the IAP senate *(Senat)* from among its members for a period of 7 years renewable. They are appointed and employed with civil servant status by the senate, which evaluates them.

Rektor/ka

Country: Czech Republic

Grammatical variants: Rektoři/rky, rektor*

Level: Tertiary

Explanatory note: Head of a tertiary education institution *(vysoká škola)*. The qualifications required are the same as those of a teacher at such an institution *(profesor/ka)*. Appointments to the post of *rektor/ka* are made by the President of the Czech Republic on the basis of a recommendation by the academic senate, and the responsibilities involved comprise administrative, financial and educational tasks, alongside the possible continuation of teaching activity. The *rektor/ka* is employed by the institution concerned on a contractual basis and is not subject to evaluation.

Rektor/ka vysokej školy

Country: Slovakia

Grammatical variants: Rektor*

Level: Tertiary

Explanatory note: Head of a tertiary education institution *(vysoká škola)* who is a representative and statutory body of the institution, managing and representing it and acting on its behalf. The qualifications required are the same as those of a teacher at such an institution *(profesor/ka)*. (S)he is responsible for establishment, merger, affiliation, split and dissolution of parts of tertiary education institution after prior opinion by the Academic Senate of the respective tertiary education institution, awards scientific-pedagogical degrees of associate professors and submits to the Minister proposals for appointment of teaching staff approved in the Scientific Board. Teaching activities of the *rektor/ka* can continue. The *rektor/ka* shall be appointed and recalled at the proposal of the Academic Senate of the public tertiary education institution by the President of the Slovak Republic. The proposal of the Academic Senate shall be presented to the president by the Minister of Education (the selection is done by voting procedure in the academic community). They are appointed for a period of three years. This position can be performed for a maximum of two consecutive terms (6 years) and since April 2002 for a maximum of 8 years (4 years for one term). They are employed by the institution and have the status of civil servants. These staff are accountable for his/her activities to the academic senate of the tertiary education

institution, as well as to the Minister of Education.

Rektorius/orė

Country: Lithuania
Grammatical variants: Rektoriai/orės
Level: Tertiary
Explanatory note: Head of an institution providing university-level education (*universitetas* or *akademija*). The qualifications required are those of *profesorius*. Rectors are appointed by the senate (self-governing body) of their institution, employed by the national government and appointed by the council of the *universitetas* or *akademija* concerned in accordance with an open recruitment procedure involving a secret ballot. They are assessed annually by the senate with due regard for their general performance and financial report. For information on responsibilities, teaching activities and status, see ▶ *Kolegijos direktorius/orė*.

Rektors/e

Country: Latvia
Grammatical variants: Rektori/es
Level: Tertiary
Explanatory note: Head of a tertiary education institution *(augstskola, universitāte, akadēmija)*, who represents it and is responsible for its general management. The qualifications required are those of a professor *(profesors/e)* or associate professor *(asociētais profesors)*. Persons who occupy the post are elected for no longer than 5 years by the constitutional assembly *(satversmes sapulce)* of the institution concerned from among its professors and/or associate professors and subject to the approval of the Cabinet of Ministers acting in accordance with a proposal from the Ministry of Education and Science. Rectors, who continue their teaching activities, are responsible for the financial operations of their institution, the quality of its educational provision and its compliance with relevant legislation. They are employed by it on a contractual basis, and evaluated by its revision commission *(revīzijas komisija)*, the tertiary education quality evaluation centre *(akadēmiskās izglītības kvalitātes novērtēšanas centrs)* and the ▶ *Valsts izglītības inspektors/e* at the national education inspectorate *(izglītības valsts inspekcija)*. Synonym: *Izglītības iestādes vadītājs/a* (+) (tertiary level).

Remedial teacher

Country: Netherlands
Grammatical variants: Remedial teachers
Level: Primary/lower/upper secondary
Explanatory note: Specialist in the provision of help and advice to children and adults with a particular condition or faculties that affect learning (such as people with dyslexia, or the highly talented). The qualifications required are those of a teacher (*leraar basisonderwijs, leraar in opleiding,* etc.) at the relevant level and a postgraduate qualification in remedial teaching. Specialists are evaluated by the institution at which they work. For information on recruitment procedure, appointment, employer and status, see ▶ *Directeur*.

Reporting Inspector

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: An *Inspector* who is responsible for leading the inspection team and writing the inspection report. For all information, see ▶ *Inspector*.

Rettore

Country: Italy
Grammatical variants: Rettori
Level: Tertiary
Explanatory note: Head of a university institution *(universitá, istituti universitari)*, who has to have the title of *professore ordinario* and is elected from among a body of full-time teaching staff in this category at the institution concerned. The composition of the electoral body and the period of office of the rector are determined in accordance with university statute. Rectors are the legal representatives of their university, and preside over its governing body *(senato accademico)* and board of management *(consiglio di facoltà)*. They supervise the administration and services of their university, plan its

teaching and research activities and draw up agreements for external cooperation. Rectors are appointed by a Ministry of Education decree, employed by the State and, in public-sector institutions, have civil servant status. Because their post is an elective one, they are evaluated by the electoral body.

Review Coordinator

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: Coordinator who leads teams of ▶ *Subject Specialist Reviewers* in the evaluation of subject providers (subject departments) in tertiary education institutions, under contract to the *Quality Assurance Agency*. These coordinators may be experienced staff from tertiary institutions or independent consultancies. No specific qualifications are required but they must undertake training courses provided by the *Agency*. Their main responsibilities include organising and coordinating the subject review; reading and analysing institutions' self-evaluation reports; participating in visits to subject providers in tertiary institutions; making judgments on the academic standards achieved and the quality of educational opportunities provided; and writing the final report with the assistance of the review team. These staff are normally contracted by the *Quality Assurance Agency* to carry out 8 reviews a year. For recruitment and evaluation, see ▶ *Institutional Reviewer*. General term: *Academic Reviewer*.

RGI

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Abbreviation of ▶ *Registered Inspector*.

RgNIs

Country: United Kingdom (W)
Level: Pre-primary
Explanatory note: Abbreviation of ▶ *Registered Nursery Inspector*.

Riaditel'/ka materskej školy

Country: Slovakia
Grammatical variants: Riaditel* materskej školy
Level: Pre-primary
Explanatory note: Head of a pre-primary education institution *(materská škola)*. The qualifications required are those of a teacher at pre-primary level *(učitel'/ka materskej školy)* and 5 years of practice in school administration. The responsibilities of these heads comprise administration, financial and educational tasks. They are recruited by advertisement, by the school founder which also appoints them. In public-sector pre-primary schools, they are appointed by the district authority *(okresný úrad)*. Whereas, in the non-state sector, they are appointed by the founder. In schools with the status of a legal entity, they are employed by the institution and, in other schools, by the local authority. They have civil servant status and are evaluated by the ▶ *Školský/ka inšpektor/ka*.

Riaditel'/ka školy

Country: Slovakia
Grammatical variants: Riaditel* školy
Level: Primary/lower/upper secondary
Explanatory note: Head of a *základna škola* (primary and lower secondary education) or *stredná škola* (upper secondary education). The qualifications required are the same as those of teachers at the corresponding levels *(učitel'/ka základnej školy, učitel'/ka všeobecnovzdelávacích predmetov strednej školy, učitel'/ka odborných predmetov)*. Staff appointed to a post of this kind must have completed 5 years of practice in school administration. Their responsibilities comprise administration, financial and educational tasks, the extent of which depends on whether the school has the status of a legal entity. The teaching workload depends on the number of classes at the school concerned. In public-sector schools, these heads are recruited by advertisement, by the district or regional authority (*okresný úrad* or *krajský úrad*) which also appoints them. Whereas, in non-state schools, they are recruited and appointed by the school founder. In either case they are appointed on the basis of a recommendation by the school board. For

employer, status and evaluation, see ► *Riaditel'/ka materskej školy.*

Ryhmänohjaaja

Country: Finland
Grammatical variants: Ryhmänohjaajat, ryhmänohjaaj*
Level: Upper secondary/tertiary
Explanatory note: School staff who is a subject teacher (*aineenopettaja* or *lehtori* (+)) at a secondary *(lukio)* or a tertiary education institution *(ammattikorkeakoulu),* who gives guidance on a regular basis to a particular group of students. Although no specific training or experience is required, persons who occupy the post hold qualifications as a subject teacher (*aineenopettaja* or *lehtori* (+)) and continue to carry out their teaching duties. All students have their own *ryhmänohjaaja* who provides them with assistance in school practises singly or in groups, and monitors their individual study progress, etc. There is no standardised recruitment procedure and these staff are normally appointed on ► *Rehtori*'s decision by her/him and employed by the local authority or a private maintaining body, as civil servants or on a contractual basis. They are evaluated in the course of overall evaluation of the institution by the educational provider. Synonym at *ammattikorkeakoulu*: *Tutoropettaja*. Swedish term: *Grupphandledare*.

Schediastís-aksiologitís (Σχεδιαστής-αξιολογητής)

Country: Greece
Grammatical variants: Schediastes-aksiologites, schediast*-aksiologit*
Level: Upper secondary
Explanatory note: Staff member at an upper secondary education institution *(lykeio)*, who provides remedial classes outside school hours to pupils with learning difficulties. Staff appointed to a post of this kind have to be either ▶ *Lykiárchis* or a teacher *(kathigitis/tria)* at their institution, and should have experience in both teaching pupils according to their individual needs *(eksatomikevmeni didaskalia)* and in groups. They are responsible for organising, monitoring and evaluating the whole programme concerned, in which additional teaching may be provided in ancient Greek, modern Greek, mathematics, physics, chemistry and foreign languages, as well as in other subjects in the second and third years of the *lykeio*. Candidates for these posts are recruited in accordance with an open procedure and appointed for one year by the ▶ *Diefthindís/dria ekpedefsis* and employed by the State. They are evaluated either by the *diefthindís/dria ekpedefsis* at the office of the region or by the ▶ *Scholikós sýmvoulos*.

Scholikós sýmvoulos (Σχολικός σύμβουλος)

Country: Greece
Grammatical variants: Scholikí sýmvouli, scholik* symvoul*
Level: Primary/lower/upper secondary
Explanatory note: School counsellor at primary or secondary education institutions *(dimotiko, gymnasio, lykeio)* who is appointed from among permanently employed teachers *(kathigitis/tria)* with civil servant status in secondary education. These counsellors are responsible for the provision of consultative guidance and the promotion of educational activity. They also evaluate the work of ▶ *Diefthindís/dria* and ▶ *Schediastís-aksiologitís,* write reports on the academic and teaching proficiency of teachers in their subject and, in secondary education, are selected and distributed with reference to subject areas (e.g. the counsellor for literature, mathematics, etc.). Counsellors are recruited in accordance with an open procedure every 2 years by the central council for the recruitment of *scholikí sýmvouli*, appointed for 4 years and employed by the State. Their administrative work is evaluated by ▶ *Periferiakós diefthindís ekpedefsis*, and their academic work by the ▶ *Proistamenos tmimatos epistimonikis & pedagogikis kathodigisis*.

School counsellor

Country: Malta
Level: Primary/lower/upper secondary
Explanatory note: School counsellor at primary and secondary education institutions *(primary schools, junior lyceums, secondary schools, boys'/girls' schools, junior college, higher secondary schools).* Counsellors run guidance and counselling services at one or more schools, conducting personal sessions

with students or parents, individually or in groups, and advising them when faced with decisions on educational or vocational matters. For information on recruitment, appointment, employer, status and evaluation see ▶ *Head of school*, bearing in mind that counsellors are recruited from among *teachers* who have a minimum of 10 years teaching experience and have served for at least 5 years as a ▶ *Guidance teacher*.

School Improvement Officer

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Other title for ▶ *Adviser* who specialises in helping schools to improve their performance.

School Standards Officer

Country: United Kingdom (E/W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Other title for ▶ *Adviser* who specialises in helping schools to raise educational standards.

Schoolbegeleider/ster

Country: Netherlands
Grammatical variants: Schoolbegeleiders/sters
Level: Pre-primary/primary
Explanatory note:

- Member of the support staff at a primary school *(basisonderwijs)* or pre-primary school implementing the *voor- en vroegschoolse educatie* (VVE, a government programme aimed at improving the speech of children of foreign origin aged 2-5, or children of parents with a low level of education). Staff in this position may hold a *Hogere Kaderopleiding Pedagogiek* (involving a two-year advanced vocational course), or a university degree in education, teaching, remedial education, psychology or, yet again, a tertiary professional education/university degree in teacher training with special courses. Their main responsibility is to prevent educational disadvantage both in the short and longer term by providing assistance for the children concerned in the early years of schooling. They also assist their families and encourage parents with non-Dutch backgrounds to support their children's learning. For information on recruitment, appointment, employer and status, see ▶ *Directeur*.
- Staff member in the advisory service *(schoolbegeleidingsdienst)* of a school offering primary education *(basisonderwijs)*. Staff in this position should hold a university degree in education/teaching, remedial education or psychology, and be experts in an appropriate field. They are responsible for providing advice, guidance and information, developing new ideas and techniques in the area of educational and teaching practice at the school concerned, and conducting evaluations at its request. They are appointed and employed by the school advisory service institution *(schoolbegeleidingsdienst)*. For information on recruitment procedure and status, see *directeur*.

Schooldecaan

Country: Netherlands
Grammatical variants: Schooldecanen
Level: Lower/upper secondary
Explanatory note: Synonym for ▶ *Decaan* (school level).

Schulaufsichtsbeamter/e

Country: Germany
Grammatical variants: Schulaufsichtsbeamte/innen, Schulaufsichtsbeamte*
Level: Primary/lower/upper secondary
Explanatory note: Member of staff responsible for various forms of supervision in public-sector primary, lower or upper secondary education institutions. Candidates must have the same qualifications as teachers *(Lehrer/innen)* at the school level concerned and have completed several years of teaching service. They must also as a rule have acquired several years of experience as school heads ▶ *Schulleiter/in* (or deputy heads) at the appropriate school levels or in a senior position in a teacher training institution. The tasks of these staff comprise legal supervision *(Rechtsaufsicht)* which involves monitoring legal aspects of school

administration such as the establishment and maintenance of school buildings, and the procurement and provision of textbooks and other teaching materials. Further responsibilities are the academic supervision *(Fachaufsicht)* of teaching and educational activity in all public-sector schools, the supervision of educational staff *(Dienstaufsicht)* and, in recent years, an increasing amount of school counselling. Staff in this category are recruited by public advertisement and appointed by the Education Ministry of the Land concerned. Candidates are selected in accordance with their qualifications and the provisions of civil service legislation, and those who are successful have to complete a probationary period of normally at least 6 months. Further education courses are offered following appointment. These staff are employed by the *Land* and have permanent civil servant status.

Schülerberater/in

Country: Austria

Grammatical variants: Schülerberater/innen, Schülerberater*

Level: Lower/upper secondary

Explanatory note: Counsellor who gives personal educational and vocational guidance to pupils at an *Allgemeinbildende Höhere Schule, Hauptschule, Polytechnische Schule* or *Sonderschule.* The qualifications required are those of teachers *(Lehrer/in)* at the corresponding level and several years of teaching experience. Staff in this category, who retain their teaching duties, have to attend a course consisting of several seminars spread over a period of 2 to 3 years. They provide information to groups of pupils and their parents during organised meetings or to individual pupils during regular hours set aside for consultation. Selection is in accordance with an open procedure organised by the head ▶ *Schulleiter/in* of the institution concerned, in liaison with the staff and, where necessary, the regional ▶ *Schulpsychologe/in*. These 'counsellor teachers' are employed by the *Land* or by the central government *(Bund)*. They have civil servant status and are evaluated by the *Schulleiter/in* of the school at which they work.

Schulinspektor/in

Country: Austria

Grammatical variants: Schulinspektoren/innen, Schulinspektor*

Level: Primary/lower/upper secondary

Explanatory note: General term for an inspector at the school inspection offices of the boards of education in the *Länder* and in the districts *(Schulaufsichtsdienstes der Landes- und Bezirksschulräte)*, which were established by the federal school inspection act *(Bundesschulaufsichtsgesetz)*. The appropriate teacher diploma *(Lehrer/in)* and several years of teaching to very high standards in the type of school concerned are the minimum requirements for appointment. The activities of school inspectors may vary from one federal state and/or type of school to the next. They are responsible for inspecting the quality of teaching and the implementation of administrative tasks, as well as for the provision of advice to the educational and administrative staff of institutions. Inspectors act in accordance with instructions in the general directive on the implementation of school inspection *(Allgemeine Weisung über die Durchführung der Schulinspektion)*, which is applicable both to public and private schools. They are recruited on the basis of a competitive procedure administered by the 'collegiate council' (the *Kollegium des Landesschulrates*) of each *Land* board of education, following which the Minister of Education has to select one candidate from a 3-person list provided by the board. School inspectors are employed with civil servant status by the central government *(Bund)*. They are responsible to the board of education in the district *(Bezirksschulrat)* or in the *Land* concerned, respectively. Depending on the level and/or type of education, they are called ▶ *Berufsschulinspektor/in*, ▶ *Bezirksschulinspektor/in*, ▶ *Fachinspektor/in*, ▶ *Landesschulinspektor/in*.

Schulleiter/in

Country: Austria

Grammatical variants: Schulleiter/innen, Schulleiter*

Level: Primary/lower/upper secondary

Explanatory note: General term for the school heads ▶ *Berufsschuldirektor/in*, ▶ *Direktor/in der Polytechnischen Schule,* ▶ *Hauptschuldirektor/in,* ▶ *Sonderschuldirektor/in* and ▶ *Volksschuldirektor/in*.

Schulleiter/in

Country: Belgium (German-speaking Community)
Grammatical variants: Schulleiter/innen, Schulleiter*
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: General term for ▶ *Grundschulleiter/in*, ▶ *Direktor/in*, ▶ *Studienpräfekt/in*.

Schulleiter/in

Country: Germany
Grammatical variants: Schulleiter/innen, Schulleiter*
Level: Primary/lower/upper secondary
Explanatory note: Head of a compulsory or upper secondary education institution. The qualifications required are those of teachers *(Lehrer/innen)* at the relevant school level, with a teaching diploma plus several years of teaching and management experience. Specific training for this post offered prior to or following appointment takes place in universities and/or institutions for the further education of teachers. In most *Länder*, this training is compulsory and lasts at least 7 days. Further education courses may also be taken voluntarily before or after appointment. The responsibilities of heads comprise staff management, curriculum development, administration, the school budget and sponsorship, the evaluation of teachers, school public relations, and development of the school image. Regular teaching has to be continued. Recruitment for these posts is by public advertisement, and teachers who apply are selected by the school supervisory authorities within the *Land* in accordance with their qualifications, experience and the outcome of regular teacher assessments. They are employed by the *Land*, have permanent civil servant status and assessed by the ▶ *Schulaufsichtsbeamter/e* at the school supervisory authority *(Schulaufsichtsbehörde)*.

Schulleiter/in

Country: Liechtenstein
Grammatical variants: Schulleiter/innen, Schulleiter*
Level: Primary/lower secondary
Explanatory note:

- Head of a primary education institution *(Primarschule)*, who generally oversees its activities and represents it to the public. The qualifications required are those of a primary school teacher *(Primarschullehrer/in)* with at least 3 years of professional experience at the school concerned. Heads chair meetings of their teaching staff, monitor the administrative work of teachers and cooperation between teachers and parents, act as a mediator between the school and parents, work with the Education Authority *(Schulamt)* and other schools, and decide how government funds to the school should be allocated. They are recruited in accordance with an open procedure, and appointed and employed by the government for 3 years on the basis of a proposal by the municipal schools council *(Gemeindeschulrat)*. They are evaluated by the ▶ *Inspektor/in (Primarschule)*.
- Head of a lower secondary education institution *(Oberschule, Realschule)* or its last non-compulsory year *(Freiwilliges Zehntes Schuljahr)*. The qualifications required are those of a lower secondary school teacher (*Oberschullehrer/in* (+), *Realschullehrer/in* (+)) and at least 3 years of professional experience at the school concerned. These heads are appointed and employed by the government for 3 years on the basis of a proposal by the school council *(Schulrat)*. They are assessed by the ▶ *Inspektor/in (Oberschule und Freiwilliges Zehntes Schuljahr)* or *Inspektor/in (Realschule)*. For information on responsibilities, see above.

Schulleiter/in einer Grundschule

Country: Belgium (German-speaking Community)
Grammatical variants: Schulleiter/innen, Schulleiter*
Level: Pre-primary/primary
Explanatory note: Synonym of ▶ *Grundschulleiter/in.*

Schulpsychologe/in

Country: Austria
Grammatical variants: Schulpsychologen/innen, Schulpsycholog*
Level: Primary/lower/upper secondary
Explanatory note: Educational psychologist at all types of primary and secondary school. The qualifications required are a university degree *(Diplom)* in psychology, on-the-job training lasting 4 years and completion of a special 6-week in-service course covering specific aspects of psychology and teacher training, guidance techniques, communication and the legal basis of education. These educational psychologists assist students, teachers and parents in smoothing out the learning difficulties of pupils, as well as their behavioural disorders and problems related to intrapersonal or interpersonal concerns. They also help them find out more about their interests, intellectual abilities and ideal school career. They are employed with civil servant status by the Ministry of Education, Science and Culture following appointment based on an open procedure. They are evaluated by *Land* officers (the so-called *Landesreferenten/innen für Schulpsychologie-Bildungsberatung*) and by the Federal Ministry of Education.

Schulpsychologe/in

Country: Germany
Grammatical variants: Schulpsychologen/innen, Schulpsycholog*
Level: Primary/lower/upper secondary
Explanatory note: Specialist who provides individual assistance through psychological diagnosis and counselling at the primary, lower and upper secondary levels of education. In accordance with the regulations of their *Land*, these counsellors must, as a rule, provide evidence of the successful completion of university studies in psychology involving either a full length first degree course (lasting 5 years) or, in the case of fully trained teachers *(Lehrer/innen)*, an additional course of study of at least one year. To be eligible for recruitment, candidates must provide evidence of several years of work experience in line with their training. Those appointed work in school psychological services *(Schulpsychologischer Dienst)* outside individual schools, located as a rule in an advice centre run by the school supervisory authorities. At the request of teachers, schools, parents and pupils, the staff concerned provide diagnosis and individual counselling, but not special therapy, for pupils with behavioural and learning problems. Further responsibilities include advice with regard to the planning of school careers for individual pupils and groups, application of intelligence tests, further education courses for teachers and counselling for schools in the development of educational practice. These staff also advise teachers and schools on key issues with a psychological component. They are recruited by public advertisement in accordance with *Land* legislation, and appointed either by the school supervisory bodies or the local/regional governments. They are normally employed by the *Land* and have permanent civil servant status.

Schulpsychologe/in

Country: Liechtenstein
Grammatical variants: Schulpsychologen/innen, Schulpsycholog*
Level: Primary/lower/upper secondary
Explanatory note: School psychologist who is a member of a counselling body *(Schulpsychologischer Dienst)* working with parents, pupils and teachers within primary and secondary education institutions *(Primarschule, Oberschule, Realschule, Gymnasium, Berufsmittelschule)*. The person concerned, who must have completed university studies in psychology, is appointed and employed by the government as a civil servant.

Sekundarschulleiter/in

Country: Belgium (German-speaking Community)
Grammatical variants: Sekundarschulleiter/innen, Sekundarschulleiter*
Level: Lower/upper secondary
Explanatory note: Synonym of ▶ *Studienpräfekt/in*.

Skólameistari

Country: Iceland
Grammatical variants: Skólameistarar

Level: Upper secondary
Explanatory note: Head of an upper secondary education institution *(framhaldsskóli)* financed by central government. The qualifications required are those of teachers at the same level *(framhaldsskólakennari)*, and experience in teaching, administration and further qualifications in school administration are also taken into account. These heads ensure that their schools operate in accordance with laws, regulations, national curricular guidelines and other statutes and are also responsible for ensuring compliance with the school budget. They have no teaching duties. The head is the executive officer of the school board, and employs teachers, school counsellors ▶ *Námsráðgjafi*, school librarians, and other members of staff on the basis of its recommendations. The person concerned is employed for a 5-year period and appointed by the Minister of Education, Science and Culture in accordance with an open recruitment procedure (with applications and recommendations from the school board). All vacant posts have to be advertised. For status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Skolas direktors/e

Country: Latvia
Grammatical variants: Skolas direktori/es
Level: All levels
Explanatory note: Synonym for ▶ *Izglītības iestādes directors/e* (+).

Skólastjóri

Country: Iceland
Grammatical variants: Skólastjórar
Level: Primary/lower secondary
Explanatory note: Head of a municipally financed institution for compulsory education *(grunnskóli)*. The qualifications required are those of teachers at the same level *(grunnkólakennari)*, including actual teaching experience. The responsibilities of these heads comprise administrative, financial and educational tasks, but their teaching duties depend on the number of pupils at their school. For appointment, employer, status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Skoleinspektør

Country: Denmark
Grammatical variants: Skoleinspektører
Level: Primary/lower/upper secondary
Explanatory note: Head of a school for compulsory education *(folkeskole)*, including special education, or a secondary education institution *(grundskole),* who is responsible for the educational and administrative activity of the school concerned to its *skolebestyrelse* (a body consisting of parents and teachers). In performing their tasks, heads are supported by other school staff and carry out teaching activity. They are recruited in accordance with an open procedure by the municipal council after being evaluated and recommended by the *skolebestyrelse.* In the *folkeskolen*, they are appointed and employed by the municipality and, in upper secondary schools, by the county. In either case, satisfactory completion of a 2-year probationary period leads to a permanent contract with civil servant status. They may be evaluated by the municipality at its own discretion. General term: *Skoleleder*.

Skolekonsulent

Country: Denmark
Grammatical variants: Skolekonsulenter
Level: Primary/lower secondary
Explanatory note: Municipal school consultant who provides educational and vocational guidance to pupils attending schools for compulsory education *(folkeskoler)*. These consultants, who are typically teachers *(folkeskolelærere)* with additional education in a specific field of expertise, are appointed by the municipality on the basis of an open recruitment procedure, employed by the municipality and work with all *folkeskoler* under its jurisdiction.

Skoleleder

Country: Denmark
Grammatical variants: Skoleledere
Level: Primary/lower/upper secondary/tertiary
Explanatory note: General term for ▶ *Rektor* and ▶ *Skoleinspektør.*

Skolerådgiver

Country: Norway
Grammatical variants: Skolerådgiveren,

skolerådgivere, skolerådgiverne
Level: Lower/upper secondary
Explanatory note: School counsellor at the upper stage of compulsory education *(ungdomsskole)*, or in an upper secondary institution *(videregående skole)*. In the case of the former, the main task of these counsellors is to provide all pupils with information on upper secondary education or about employment on the basis of their contacts with the world of work. At upper secondary level, the information they provide concerns the various branches of study and choice of subjects in tertiary education, as well as apprenticeship training possibilities. In both cases, pupils are invariably advised and receive this information personally at an individual level. The staff concerned are recruited from among qualified serving teachers *(adjunkt, allmennlærer, faglærer, lektor)*, and may have completed additional in-service training in counselling. Their position is full- or part-time depending on the size of the school and, in the latter case, their counselling is combined with teaching. They are appointed and employed on a permanent basis by the municipality (at the upper stage of compulsory education) or the county authorities (at upper secondary school). They may also be appointed by the ▶ *Rektor*.

Skolevejleder

Country: Denmark
Grammatical variants: Skolevejledere
Level: Primary/lower/upper secondary/ tertiary
Explanatory note: Educational counsellor who provides collective or individual educational and vocational guidance to pupils and students in schools for compulsory education *(folkeskoler),* upper secondary education (*gymnsasium*, HF, HHX, HTX), or in tertiary education institutions (*universiteter, handelshøjskoler, seminarer,* etc.). A special task of counsellors at the *folkeskole* is to offer labour market guidance as a compulsory topic to pupils in the final years of their schooling. Persons occupying these posts have to be qualified teachers at their institution who have completed the course in educational counselling offered by the Royal Danish School of Educational Studies *(Danmarks pædagogiske universitet)*. In the case of large schools, they are appointed by the municipalities on the basis of an open recruitment procedure, and employed on a full-time basis while, in smaller schools, they are employed part time and typically work as both teachers and *skolevejledere*. They are employed on a group contract basis under the terms of an agreement with the municipalities.

Skolinspektör

Country: Sweden
Grammatical variants: Skolinspektörer
Level: Primary/lower/upper secondary
Explanatory note: Inspector at the central state school authority, the *Skolverket* (National Agency for Education), who is responsible for inspection, follow-up and evaluation of activity in the whole of the public-sector school system. Staff in this category are contracted for a specific period of time and for specific assignments. Most of them pursue their main activities outside the *Skolverket*, but possess special expertise in the area to be examined (for example, special support for pupils, the grading process, or reading and writing skills), as determined by the government each year. Inspectors are recruited from among researchers and teacher trainers but also include practitioners in other fields, such as government and local authority employees or people active in business or industry. They are recruited on the basis of an open procedure and employed on a contractual basis by the *Skolverket*. Some municipalities also engage them to provide assistance with their evaluation activities.

Skolledare

Country: Sweden
Level: Primary/lower/upper secondary
Explanatory note: General term for ▶ *Rektor* (school level) and for ▶ *Biträdande rektor*.

Školní inspektor/ka

Country: Czech Republic
Grammatical variants: Školní inspektoři/rky, inspekto*
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: School inspector

responsible for monitoring, assessing and evaluating teaching quality, inputs, processes and outputs in all types of school from pre-primary to upper secondary level. A university degree and teaching qualification are required for this position, together with some 7 years of experience in education (including two years of management experience). Personnel in this category mainly investigate and evaluate the performance of educational and administrative tasks and may carry out inspections throughout the whole country. They are recruited in accordance with an open recruitment procedure and appointed by the Minister of Education, Youth and Sport. Staff are employed by the Czech school inspectorate on a contractual basis and report to the regional chief inspector ▶ *Vrchní školní inspektor/ka*.

Skolpsykolog

Country: Finland
Grammatical variants: Skolpsykologer
Level: Primary/lower/upper secondary
Explanatory note: Swedish term for ▶ *Koulupsykologi.*

Skolpsykolog

Country: Sweden
Grammatical variants: Skolpsykologer
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Educational psychologist at a pre-primary, compulsory or secondary education institution (*förskola, förskoleklass, grundskola* or *gymnasieskola*), who provides support for children with psychological difficulties or special needs. These specialists are trained at universities or university colleges. The *slutbetyg från gymnasieskolan* and 1 year of work experience are required for admission to training, which consists of a 5-year academic course leading to the *psykologexamen*. An additional year of supervised practice is required for those wishing to qualify as chartered psychologists. For information on recruitment, appointment, employment and status, see ▶ *Studie-och yrkesvägledare*.

Školský/ká inšpektor/ka

Country: Slovakia
Grammatical variants: Školsk* inšpektor*
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: School inspector responsible for monitoring and evaluating teaching quality and the quality of education in a *materská škola, základná škola* or *stredná škola*. The qualifications required involve university-level training and are the same as those of teachers at the corresponding levels *(učitel'/ka základnej školy, učitel'/ka všeobecnovzdelávacích predmetov strednej školy, učitel'/ka odborných predmetov)*. These inspectors must have completed a first qualification examination for educational staff *(prvá kvalifikacná skúska pedagogických zamestnacov)* and have 10 years of experience as teachers and 3 years of practice as the methodological or administrative staff of a school. They are recruited by advertisement, by the ▶ *Hlavný/ná školský/ká inšpektor/ka*, employed by the State School Inspectorate *(štátna školská inšpekcia)*, and have civil servant status. They are evaluated by the *hlavný/ná školský/ká inšpektor/ka*.

Skorarformaður

Country: Iceland
Grammatical variants: Skorarformenn
Level: Tertiary
Explanatory note: Head of department within a university faculty at a state tertiary education institution *(háskóli)*. This position is open to a full-time *prófessor, dósent* or *lektor* at the department concerned whose teachers on the faculty committee and student representatives elect the *skorarformaður*. The person elected has administrative, educational and financial responsibilities. For recruitment, employer, status and evaluation, see ▶ *Deildarforseti*.

Sociālais pedagogs

Country: Latvia
Grammatical variants: Sociālie pedagogi
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Adviser at a pre-primary, compulsory, secondary or post-secondary education institution *(bērnu dārzs, pirmsskolas izglītības iestāde, pamatskola,*

vidusskola, profesionālās izglītības iestāde), including special education institutions, as well as to the social services or municipal education board *(izglītības pārvalde)* of a local authority. Persons in this position must have a special qualification obtained following tertiary education courses leading to a social worker's first degree, or the diploma of either an appropriate professional study programme *(sociālā darba bakalaura vai profesionālā studiju programma)* or a professional study programme for social pedagogy *(sociālās pedagoģijas profesionālā studiju programma)*. The training involved lasts 4-5 years and contains both a theoretical and practical part. These advisers, who may teach if they have the additional qualifications required, analyse and address the educational problems of pupils and teachers, as well as the families of pupils, through counselling and support to ensure that education is properly and successfully conducted. They often help teachers responsible for a particular class *(klases audzinātājs)* to solve specific psychological or social problems hindering the general development of pupils. Methods of intervention depend on circumstances but may include individual consultation and classroom meetings, while the regularity of work may vary with factors such as the full- or part-time employment status of advisers, their workload and place of work. They are normally selected in accordance with an open procedure, appointed and employed on a contractual basis by either the school or municipal education board concerned. They are evaluated by the national education inspectorate *(izglītības valsts inspekcija)*.

Šolski/ka inšpektor/ica

Country: Slovenia
Grammatical variants: Šolski/ske inšpektorji/rice, šolsk* inšpektor*
Level: All levels
Explanatory note: Synonym for ▶ *Inšpektor/ica za šolstvo.*

Šolski/ka pedagog/inja

Country: Slovenia
Grammatical variants: Šolski/ke pedagogi/nje, šolsk* pedagog*
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Appellation of the ▶ *Svetovalni/na delavec/vka* who has a degree in education. For full information, see *svetovalni/na delavec/vka*.

Šolski/ka psiholog/inja

Country: Slovenia
Grammatical variants: Šolski/ka psihologi/nje, šolsk* psiholog*
Level: Pre-primary/primary, lower/upper secondary/post-secondary
Explanatory note: Appellation of the ▶ *Svetovalni/na delavec/vka* who has a degree in school psychology. For full information, see *svetovalni/na delavec/vka*.

Šolski/ka socialni/na delavec/vka

Country: Slovenia
Grammatical variants: Šolski/ke socialni/e delavci/vke, šolsk* socialn* delav*
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Appellation of the ▶ *Svetovalni/na delavec/vka* who has a degree in social work. These staff are part of the school team school counselling service and not involved solely in conventional social work. For full information, see *svetovalni/na delavec/vka*.

Šolski/ka svetovalni delavec/vka

Country: Slovenia
Grammatical variants: Šolski/ke svetovalni/ne delavci/vke, šolsk* svetovaln* delav*
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Synonym for ▶ *Svetovalni/na delavec/vka*.

Sonderschuldirektor/in

Country: Austria
Grammatical variants: Sonderschuldirektoren/innen, Sonderschuldirektor*
Level: Primary/lower/upper secondary
Explanatory note: Head of a special education institution *(Sonderschule)*. For full information, see ▶ *Volksschuldirektor/in*. General terms: *Direktor/in, Schulleiter/in*.

Specialiojo ugdymo įstaigos direktorius/orė

Country: Lithuania
Grammatical variants: Specialiojo ugdymo įstaigų direktoriai/orės
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Head of a special education institution. For information on qualification requirements, see ▶ *Bendrojo lavinimo mokyklos direktorius/orė*, for the remaining information, see ▶ *Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė,* bearing in mind that the *specialiojo ugdymo įstaigos direktorius/orė* may also be employed and appointed by the national or (most commonly) regional authorities.

Specialist Adviser

Country: United Kingdom (NI)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Term used in Northern Ireland for ▶ *Adviser*.

Specialistas/istė

Country: Lithuania
Grammatical variants: Specialistai/istės
Level: All levels
Explanatory note: Official responsible for the inspection of educational provision in a pre-primary, primary, secondary, post-secondary or tertiary education institution *(lopšelis-darželis, pradinė mokykla, pagrindinė mokykla, vidurinė mokykla, profesinė mokykla, universitetas, akademija, institutas)*, which is in turn responsible to its founding body, namely the central, regional or local authority that sets up and maintains it. Eligibility criteria for the post are established by the institution concerned but a tertiary education diploma is normally required. These staff, who are offered in-service training on appointment, consult school heads and teachers, and monitor and evaluate the conditions under which education is provided, as well as the general functioning and attainment of institutions. In addition, they assess school heads and the practical activity of teachers, control school leaving examinations and monitor data on absenteeism in compulsory education, etc. They are appointed on the basis of an open recruitment procedure by the founding body of their institution and employed by that body as civil servants.

Specialni/na pedagog/inja

Country: Slovenia
Grammatical variants: Specialni/ne pedagogi/nje, specialn* pedagog*
Level: Pre-primary/primary/lower/upper secondary/post-secondary
Explanatory note: Appellation of the ▶ *Svetovalni/na delavec/vka* who has a degree in the education of children with special needs. For full information, see *svetovalni/na delavec/vka.*

Specialpedagog med inriktning mot tal och språk

Country: Sweden
Grammatical variants: Specialpedagoger
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Tutor specialised in speech therapy who works both as an instructor for teachers and directly with groups of pupils or individual pupils when extra support is required. The training of these tutors consists of an advanced 20-week course in speech impediments/development. A degree in teacher education and the completion of an 18-month academic course leading to a *specialpedagogexamen* are required for admission to training. Most staff work in resource centres *(resurscenter)* or divide their time between several schools. They are recruited on the basis of an open procedure and employed by the municipalities or the government on a permanent contract with civil servant status. Synonym: *Tal-och språkpedagog*. Former term still in use: *Talpedagog*.

Specialusis/ioji pedagogas/agogė

Country: Lithuania
Grammatical variants: Specialieji/iosios pedagogai/agogės
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Staff member who provides educational support at a pre-primary,

primary, general or vocational lower and upper secondary school, or a special school *(lopšelis-darželis, darželis, darželis-mokykla, pradinė mokykla, pagrindinė mokykla, vidurinė mokykla, profesinė mokykla, specialiojo ugdymo įstaiga)*, or who may work at the national centre of educational psychology *(respublikinis pedagoginis psichologinis centras)* or for the local educational psychology services *(pedagoginė psichologinė tarnyba)*. The qualification required for this work is the degree of *diplomas*, which is awarded on satisfactory completion of 5 years of practical and theoretical university-level training. The task of these staff is to assist pupils with special needs, as well as their families, and provide guidance and advice through individual interviews and/or group work. They are recruited on the basis of an open procedure, appointed by the ▶ *Direktorius/orė* of the school, or head of the national centre of educational psychology or the local services concerned, and employed by the national, regional or local authorities (depending on the authority to which the institution that appoints them is directly responsible). Staff in schools are evaluated by the teacher appraisal commission *(pedagogų atestacinė komisija)* of their school, whereas those at the national centre of educational psychology or working for local services are evaluated by the appraisal commission of the national centre. The civil servant status of staff in all three categories was abolished with effect from 1 July 2002.

Student counsellor

Country: Ireland

Level: Tertiary

Explanatory note: Counsellor who provides a personal and social guidance service at a tertiary education institution *(university, teacher training college, technical college)*. Generally a postgraduate qualification in a relevant discipline and several years of counselling experience are minimum requirements for the position. For information on recruitment, appointment, employer and status, see ▶ *Director.*

Studentendecaan

Country: Netherlands

Grammatical variants: Studentendecanen

Level: Tertiary

Explanatory note: Adviser at an institution for tertiary education *(universiteit, hogeschool)*, who assists students in matters such as underachievement, their finances and the need for mediation in the event of conflict. A university degree is normally required for this position. Advisers are appointed on the basis of an open recruitment procedure and employed, with civil servant status, by the competent authority of the *universiteit* or *hogeschool* under a contract based on civil law. They are evaluated by the institution concerned. Synonym: *Studiekeuzeadviseur.*

Studie- och yrkesvägledare

Country: Sweden

Level: Primary/lower/upper secondary

Explanatory note: Guidance counsellor at a school for compulsory education *(grundskola)* and/or upper secondary education (*gymnasieskola* and *kommunal vuxenutbildning*). These university trained specialists provide pupils with educational and vocational guidance and advice on how best to continue their education. The *slutbetyg från gymnasieskolan* (with a pass grade in social sciences) and at least 1 year of work experience are required for admission to the (theoretical and practical) training which consists of a 3-year course leading to the *studie-och yrkesvägledarexamen*. Guidance counsellors are recruited by schools on the basis of an open procedure and appointed by the ▶ *Rektor* (school level). They are employed by the municipality on a permanent contract with civil servant status.

Studieadviseur

Country: Netherlands

Grammatical variants: Studieadviseurs

Level: Tertiary

Explanatory note: Adviser who provides guidance to students during their course at a tertiary education institution *(universiteit, hogeschool)*. Persons in this position normally require a university degree, which is sometimes linked to the field in which they give guidance. They are kept informed about

the progress of students and cases of underachievement, and provide advice on study skills, postgraduate courses and occupations. Each course has its own adviser who is evaluated by the institution concerned. For information on recruitment, appointment, employer, and status, see ▶ *Directeur*. Synonym: *Studiekeuzeadviseur*.

Studiehandledare

Country: Finland
Level: Upper secondary
Explanatory note: Swedish term for ▶ *Opinto-ohjaaja.*

Studieinspektør

Country: Norway
Grammatical variants: Studieinspektøren, studieinspektører, studieinspektørene
Level: Upper secondary
Explanatory note: School adviser at an upper secondary education institution *(videregående skole)* who assists the ▶ *Rektor* with work concerning the range of subjects it offers. The task of advisers is to formulate proposals for these subjects, with due regard for the wishes of pupils and staff. They are next to the *rektor* in rank at the school. For qualifications, employer, status and evaluation, see *rektor*.

Studiekeuzeadviseur

Country: Netherlands
Grammatical variants: Studiekeuze-adviseurs
Level: Tertiary
Explanatory note: Synonym for ▶ *Studentendecaan* and ▶ *Studieadviseur.*

Studiendekan/in

Country: Austria
Grammatical variants: Studiendekanen/innen, Studiendekan*
Level: Tertiary
Explanatory note: Deputy to the ▶ *Dekan/in* at a university faculty *(Fakultät)*, who is responsible for the organisation and evaluation of teaching and examining. For information on qualifications, recruitment, appointment and evaluation, see *Dekan/in*.

Studienpräfekt/in

Country: Belgium (German-speaking Community)
Grammatical variants: Studienpräfekten/innen, Studienpräfekt*
Level: Lower/upper secondary
Explanatory note: Head of a (lower and upper) secondary school *(Athenäum)* administered by the German-speaking Community (public-sector education). For full information, see ▶ *Direktor/in*. Synonyms: *Präfekt/in*, *Sekundarschulleiter/in, Direktor/in*. General term: *Schulleiter/in*.

Studierådgivare

Country: Finland
Level: Tertiary
Explanatory note: Swedish term for ▶ *Opintoneuvoja.*

Studierektor

Country: Sweden
Grammatical variants: Studierektorer
Level: Primary/lower/upper secondary
Explanatory note: Former term for ▶ *Biträdande rektor* still in use in some schools.

Studierektor

Country: Sweden
Grammatical variants: Studierektorer
Level: Tertiary
Explanatory note: Staff member responsible for dealing with the educational issues of a university or university college department. The *studierektor* is appointed by the ▶ *Prefekt* from among the teaching staff of the department concerned and has civil servant status. For employer and evaluation, see ▶ *Dekan/us*.

Studievägledare

Country: Sweden
Level: Tertiary
Explanatory note: Student counsellor at a university or university college (*universitet* or *högskola*), who provides students with educational guidance, including individual guidance regarding their choice of studies and general information on educational programmes, careers and the job market, both at central and institutional level. These

counsellors require an appropriate university education of at least 3 years generally leading to the *Studie- och yrkesvägledarexamen*. They are recruited by the institution concerned on the basis of an open recruitment procedure, and appointed by the ▶ *Rektor* (tertiary education) or by delegation. In public-sector universities and university colleges, they are employed by the government on a permanent contract with civil servant status.

Studieveileder

Country: Norway
Grammatical variants: Studieveilederen, studieveiledere, studieveilederene
Level: Tertiary
Explanatory note: Student counsellor at a tertiary education institution *(universitet, høgskole)*, whose main responsibility is to advise students about further studies in relation to their chosen future career. These staff are also responsible for counselling individual students on their choice of subject and course combination, as well as on courses that are compulsory or recommended for particular occupations, specific requirements during study periods and examinations, and on study techniques. Student counsellors are required to hold a tertiary level qualification *(candidatus)* and have several years of relevant professional experience. They normally work in a counselling centre which is part of the general study administrative facilities in each faculty or department at a university or university college. They are recruited in accordance with an open procedure, and appointed and employed on a contractual basis by the institution concerned.

Styrer

Country: Norway
Grammatical variants: Styreren, styrere, styrerne
Level: Pre-primary
Explanatory note: Head of a pre-primary educational setting *(barnehage)*, who is responsible for the day-to-day management of the institution concerned. The person occupying this position, who has to be a qualified teacher *(førskolelærer)* at pre-primary level, reports to and discusses important matters concerning the running of the institution with a coordinating committee of representatives of parents, staff and owners. Heads are employed on a permanent basis by the owners of their institution (whether a municipality or private entity) with whom they reach their own agreement on the terms of employment. They are subject to no individual evaluation procedure, although their institution may be evaluated as a whole.

Subdirector/a

Country: Spain
Grammatical variants: Subdirectores/as
Level: Tertiary
Explanatory note: Deputy head of an *escuela técnica superior* or *escuela universitaria*. Staff in this position, who are appointed by the ▶ *Director/a* (tertiary education), are expected to assist the latter in a particular area of responsibility related, for example, to academic, research or financial matters. Their appointment is terminated following the resignation of the *director/a* concerned. For information on qualifications, recruitment, employer, status and evaluation, see ▶ *Decano/a*.

Subject coordinator

Country: Malta
Level: Primary/lower/upper secondary
Explanatory note:
- Member of staff who coordinates the teaching and learning of particular subjects at a primary or secondary education institution *(primary schools, junior lyceums, secondary schools, boys'/girls' schools, higher secondary schools)*. Subject coordinators assist the ▶ *Head of school* in ensuring the quality and standard of teaching and learning in all subjects taught in primary schools, or a specific subject in secondary schools. For information on recruitment, appointment, employer, status and evaluation, see *head of school*, bearing in mind, first, that subject coordinators are recruited from among *teachers/instructors* (+) who have a minimum of 10 years' teaching experience and have taught the subject concerned at secondary level for at least 5 years and, secondly, that they retain

half of their teaching duties.

- Member of staff who coordinates the general administration of a subject taught at an upper secondary education institution for which the University of Malta is responsible *(junior college)*. These subject coordinators are appointed from amongst the teaching staff *(lecturer, assistant lecturer)* by the *board of the junior college* for a fixed period renewable, after it has heard a report from the ▶ *Principal* in consultation with the staff concerned. For information on qualifications, see ▶ *Dean*, for information on recruitment, employment, status and evaluation, see ▶ *Rector*.

Subject Specialist Reviewer

Country: United Kingdom (E/W/NI)

Level: Tertiary

Explanatory note: Staff who participate in the evaluation of the quality of educational provision at subject level, at tertiary education institutions, under contract to the *Quality Assurance Agency*. No specific qualifications are required but they must undertake training courses provided by the *Agency*. These reviewers must have at least five years' experience of teaching in tertiary institutions, the requisite subject knowledge and familiarity with subject benchmarking, knowledge of quality assurance processes, experience of examining, and understanding of academic support strategies. Their main responsibilities include reading and analysing institutions' self-evaluation reports; participating in visits to subject providers in tertiary institutions; making judgments on the academic standards achieved and the quality of educational opportunities provided; and contributing to and commenting on the final report. They are normally contracted by the *Quality Assurance Agency* to carry out 3 reviews a year. For recruitment and evaluation, see ▶ *Institutional Reviewer*. General term: *Academic Reviewer*.

Supervisor

Country: United Kingdom (SC)

Level: Tertiary

Explanatory note: Synonym for ▶ *Guidance Tutor*.

Support teacher

Country: Ireland

Level: Pre-primary/primary

Explanatory note: Teaching counsellor at *primary schools*, whose role is to coordinate a whole-school approach to devising and implementing good practice and strategies that will help to prevent the occurrence of disruptive behaviour. The person concerned, who is a teacher receiving ongoing in-service training organised by the *west Dublin education centre*, is also in charge of counselling small groups and individuals who exhibit learning difficulties and persistent disruptive behaviour in the classroom. In order to be eligible for the position, candidates should hold the full qualifications of a probated primary teacher *(mainstream teacher)* on the staff of the schools selected for attention. They are recruited by open competition, following which they are appointed by the school board of management. Although their contract is normally permanent, they may also be employed on a short- or fixed-term contract (in accordance with school needs) by the Department of Education and Science (DES) on behalf of the board. They are considered to be public employees and are evaluated by the ▶ *Inspector.*

Note: The introduction of *support teachers* is still at the pilot scheme stage. The scheme operates in 48 schools selected from the Tallaght/Clondalkin area and in Dublin's North Inner City.

Svetovalni/na delavec/vka

Country: Slovenia

Grammatical variants: Svetovalni/ne delavci/vke, svetovaln* delav*

Level: Pre-primary/primary/lower/upper secondary/post-secondary

Explanatory note: Counsellor in pre-primary, primary, lower and upper secondary or post-secondary education, including special education institutions. Staff in this category are trained in university-type professionally oriented social work programmes (the *zaključni izpit/poklicna matura* or *matura* is required for admission), or in university-type academic programmes for psychologists,

educators and social educators, or specialists in the education of children with special needs (the *matura* is required for admission). All study programmes last 4 years. Staff begin their careers as *pripravniki* (trainees) in an educational institution and follow the same promotion paths as teachers. The main activities of counsellors depend on the field in which they are trained and on the type and level of institution concerned. They provide counselling, guidance and support for pupils, students, parents and teachers, working either individually or in teams in the classroom or elsewhere in accordance with a planned timetable but also on request. In addition, they are responsible for preparing and implementing individual programmes for children with special needs. Counsellors are appointed by the ▶ *Ravnatelj/ica* (+) on the basis of an open recruitment procedure and employed by the State as civil servants. They are evaluated by the *ravnatelj/ica* and the ▶ *Inšpektor/ica za šolstvo*. Depending on the degree they hold, they are called: *Šolski/ka pedagog/inja, Šolski/ka psiholog/inja, Šolski/ka socialni/na delavec/vka*. Synonym: *Šolski/ka svetovalni/na delavec/vka*.

Tal-och språkpedagog
Country: Sweden
Grammatical variants: Tal-och språkpedagoger
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Synonym for ▶ *Specialpedagog med inriktning mot tal och språk*.

Talpedagog
Country: Sweden
Grammatical variants: Talpedagoger
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Former term (still in use) for ▶ *Specialpedagog med inriktning mot tal och språk*.

Team Inspector
Country: United Kingdom (W)
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Term used in Wales for ▶ *Enrolled Team Inspector*. *Team Inspectors* are employed by Estyn.

Teamleider
Country: Netherlands
Grammatical variants: Teamleiders
Level: Lower/upper secondary
Explanatory note: Adviser at an institution for secondary education (VWO, HAVO or VMBO), who contributes to educational innovation in teaching methodology and content as regards a particular subject or section of the school curriculum, guides teams of teachers working at the same level, carries out organisational tasks and contributes to the joint work performed by others in the same position. Persons in this position are teachers themselves at the institution concerned but their activities in this respect are only incidental to their work as advisers. They are evaluated by the employer, the governing body of the school *(bevoegd gezag)* which, in practice, normally means the ▶ *Directeur*. For information on recruitment, appointment, employer, and status, see *directeur*.

Trabajador/a Social
Country: Spain
Grammatical variants: Trabajadores/as Sociales
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Member of an educational psychology counselling team in pre-primary, primary, secondary and non-university tertiary education institutions *(escuela infantil, colegio de educación primaria, instituto de educación secundaria, centro de formación profesional superior)*. These officers, who hold a university degree in social work, are mainly responsible for identifying pupils who go absent from school, and analysing the causes of their problems, including educational aspects, with a view to ensuring that they return and reintegrate satisfactorily. For information on recruitment, appointment, employer, status and evaluation,

see ▶ *Director/a* (school level).

Tutor/a

Country: Spain
Grammatical variants: Tutores/as
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: A member of the support staff at pre-primary, primary, secondary and tertiary non-university education institutions *(escuela infantil, colegio de educación primaria, instituto de educación secundaria, centro de formación profesional, superior, Escuela Oficial de Idiomas and centros de enseñanzas artísticas de grado superior)*. At pre-primary and primary levels, these staff are concerned with the satisfactory integration of pupils in the classes to which they belong, as well as their initial adjustment to school, the prevention of learning difficulties, and relations between their parents and the school concerned. In secondary education, staff focus on more specific aspects of academic and professional guidance. They are appointed by the ▶ *Jefe de estudios,* from among the teachers *(maestros/a, catedraticos/cas)* at the school on a 1-year contract renewable annually. For information on recruitment, employer and evaluation, see ▶ *Director/a* (school level).

Tutoropettaja

Country: Finland
Grammatical variants: Tutoropettajat, tutoropettaj*
Level: Tertiary
Explanatory note: Synonym for ▶ *Ryhmänohjaaja* at *ammattikorkeakoulu*.

Undervisningsinspektør

Country: Norway
Grammatical variants: Undervisningsinspektøren, undervisningsinspektører, undervisningsinspektørene
Level: Primary/lower/upper secondary
Explanatory note: Deputy to the ▶ *Rektor* in a basic compulsory or upper secondary education institution *(grunnskole*, *videregående skole)*, who helps the *rektor* in its daily administrative management, advises teachers, and supervises their educational activity. Deputies, of whom there may be several at each school, are next to *rektors* in rank and replace them when absent. For qualifications, employer, status and evaluation, see *rektor*.

Universitetsrektor

Country: Norway
Grammatical variants: Universitetsrektoren, universitetsrektorer
Level: Tertiary
Explanatory note: Head of a university *(universitet)* with special responsibility for management of its academic affairs (education and research) and for its contacts with the government, external partners and society at large. The minimum qualifications required for the post are those of tertiary academic staff, and the person who occupies it is elected from among the regular academic staff at the university concerned by all its staff and students for a fixed period of 4 years renewable once subject to re-election. The *universitetsrektor* heads the board (Senate) of the university and cooperates closely with its administrative head *(universitetsdirektør)* in implementing board decisions. Employment is by the institution on a contractual basis.

Unterdirektor/in

Country: Belgium (German-speaking Community)
Grammatical variants: Unterdirektoren/innen, Unterdirektor*
Level: Lower/upper secondary
Explanatory note:
- Deputy head of a (lower and upper) secondary school *(Sekundarschule)* with at least 550 pupils. Staff in this category report to a ▶ *Direktor/in*. They are responsible for the organisation of lessons (timetables, replacements, etc.), and out-of-class supervision of pupils, as well as disciplinary matters. They also coordinate the organisation of school outings, library activities, administration of the work of school instructors and have to replace the *Direktor/in* in the event of absence. In the German-speaking Community sector, these deputy heads are appointed by the Minister in accordance with an open recruitment procedure. In the grant-aided private sector, they are employed on a permanent contract with full tenure. For full information, see *Direktor/in*.
- Synonym for ▶ *Provisor/in*.

Ústřední školní inspektor/ka

Country: Czech Republic
Grammatical variants: Ústřední školní inspektoři/rky, inspekto*
Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Head of the Czech School Inspectorate *(Česká školní inspekce)*, the central body which evaluates and monitors all schools (including those for special education) and informs the Ministry of Education, Youth and Sport about their performance. The qualifications required for this post are similar to those of the ▶ *Školní inspektor/ka*. The Head of the School Inspectorate represents the minister and is deeply involved in implementing educational policy in general. The person concerned is recruited on the basis of an open procedure, appointed by the Ministry of Education, Youth and Sport, and employed by the Czech School Inspectorate.

Valsts izglītības inspektors/e

Country: Latvia
Grammatical variants: Valsts izglītības inspektori/es
Level: All levels
Explanatory note: Inspector at the national education inspectorate *(izglītības valsts inspekcija)* for pre-primary, compulsory, secondary, post-secondary and tertiary education institutions *(bērnu dārzs, pirmsskolas izglītības iestāde, pamatskola, vidusskola, ģimnāzija, profesionālās izglītības iestāde, koledža, augstskola, universitāte, akadēmija)*. The qualifications normally required for the position are those of teachers at the appropriate level (*pirmsskolas izglītības skolotājs, pamatizglītības skolotājs,* etc.) and several years of experience in teaching. Inspectors supervise the educational process and monitor its compliance with relevant legislation. They scrutinise the operation of educational institutions, develop proposals for improving their work and, in the event of negligence, may take disciplinary action against a school, in consultation with its head, and implement it in law. Inspectors are recruited on the basis of an open procedure, and appointed, employed, and evaluated by the Ministry of Education and Science. They have civil servant status.

Varadeildarforseti

Country: Iceland
Grammatical variants: Varadeildarforsetar
Level: Tertiary
Explanatory note: Deputy head of a university faculty in a tertiary education institution *(háskóli)*. For full information, see ▶ *Deildarforseti*.

Varadekaani

Country: Finland
Grammatical variants: Varadekaanit, varadekaan*
Level: Tertiary
Explanatory note: Deputy head of a faculty at a university *(yliopisto)*, who stands in for the ▶ *Dekaani* as required. Persons appointed to this position may have administrative duties of their own, depending on the regulations of the university concerned. For full information, see *dekaani*. Swedish term: *Prodekanus*.

Varajohtaja

Country: Finland
Grammatical variants: Varajohtajat, varajohtaj*
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Deputy head who stands in for the ▶ *Johtaja*, as required, in a pre-primary *(päiväkoti)*, compulsory *(peruskoulu)*, secondary *(ammatillinen oppilaitos)* or tertiary education institution (*ammattikorkeakoulu* or *yliopisto*). In addition, the persons appointed may have administrative duties of their own, depending on the regulations of their institution. For information on recruitment procedure, appointment, employer, status and evaluation, see *johtaja* at the relevant level. Swedish

term: *Vice föreståndare* at pre-primary, compulsory and secondary levels, *Vice chef* at tertiary level.

Vararehtori

Country: Finland
Grammatical variants: Vararehtorit, vararehtor*
Level: Primary/lower/upper secondary/tertiary
Explanatory note:
- Deputy head who stands in for the ▶ *Rehtori* at a compulsory *(peruskoulu)* or secondary education institution when necessary *(lukio, ammatillinen oppilaitos)*. Those who occupy the post are usually elected by the *rehtori* from among the teachers (*luokanopettaja* or *lehtori* (+)) at the school concerned. For information on appointment, employer, status and evaluation, see *rehtori*.
- Deputy head who assists and may stand in for the *rehtori* in tertiary education (at an *ammattikorkeakoulu* or a *yliopisto*). Those who occupy the post have managerial duties of their own, depending on the regulations at the institution concerned. The appointing body and qualifications required are also regulated by the administrative ordinance of the institution. These deputy heads are employed by the institution, the local authority or a private maintaining body, as civil servants or on a contractual basis, and evaluated in accordance with their internal arrangements.

Swedish term: *Vice rektor, Biträdande rektor, Prorektor*.

Vedúci/a katedry

Country: Slovakia
Grammatical variants: Vedúci* katedry
Level: Tertiary
Explanatory note: Head of the department *(katedra)* at tertiary education institution *(vysoká škola)*. Qualifications required are stated by internal regulations. (S)he has to have completed tertiary level of education, have an academic degree of PhD. The recruitment is mainly form among the teaching staff *(profesor/ka)*. (S)he is responsible for teaching, learning and research/science in respective study branch or cluster of subject from the respective branch. This position is filled by an open selection procedure based on internal regulation of the faculty. They are employed by the institution and have the status of civil servants. The *vedúci/a katedry* is accountable for his/her activities to the ▶ *Dekan/ka fakulty*.

Verkefnisstjóri

Country: Iceland
Grammatical variants: Verkefnisstjórar
Level: Upper secondary
Explanatory note: Member of staff in an upper secondary education institution *(framhaldsskóli)*, who is responsible for ensuring that the content and aims of the national core curriculum and working guidelines for specific subjects are implemented at the school concerned. The qualifications required for this position are those of a teacher at the same level *(framhaldsskólakennari)*, and persons who occupy it are selected and appointed by the ▶ *Skólameistari* and employed by the State. For status and evaluation, see ▶ *Aðstoðarleikskólastjóri*.

Vezető tanár

Country: Hungary
Grammatical variants: Vezető tanárok, vezető tanár*
Level: Lower/upper secondary
Explanatory note: Staff member responsible for managing the (initial or in-service) practical training of prospective teachers in lower and upper secondary education. The person appointed must be a qualified teacher *(tanár)* in the institution in which the training placement occurs *(általános iskola, gimnázium, szakközépiskola, szakiskola)* and have completed 5 years in service. Besides their teacher training responsibilities, they supervise and support individual trainees during their practical activities. For recruitment, employer, status and evaluation, see ▶ *Óvodavezető*.

Vice chef

Country: Finland
Grammatical variants: Vice chefer
Level: Tertiary

Explanatory note: Swedish term for ▶ *Varajohtaja.*

Vice-decano/a

Country: Spain
Grammatical variants: Vice-decanos/as
Level: Tertiary
Explanatory note: Deputy head of a university faculty *(facultad)*. Persons in this position, who are designated by the ▶ *Decano/a* and appointed by the ▶ *Rector/a*, are expected to assist the former in a particular area of responsibility related, for example, to academic, research, or financial matters. They are designated by the *decano/a*, on whose resignation the appointment is terminated. For information on qualifications, recruitment, employer, status and evaluation, see *decano/a*.

Vice föreståndare

Country: Finland
Level: Pre-primary/primary/lower/upper secondary
Explanatory note: Swedish term for ▶ *Varajohtaja.*

Vice rektor

Country: Finland
Grammatical variants: Vice rektorer
Level: Primary/lower/upper secondary/ tertiary
Explanatory note: Swedish term for ▶ *Vararehtori.* Synonyms in Swedish: *Biträdande rektor, Prorektor.*

Vice-Chancellor

Country: United Kingdom (E/W/NI)
Level: Tertiary
Explanatory note: The overall head of a university who normally holds a higher degree (a *Master's degree* or *Doctorate*) and has substantial experience of academic management. The persons who occupy this top post are responsible for the organisation and conduct of university business and play a leading role in developing and overseeing university policy in major areas of academic activity, including research, teaching and learning, quality matters, international relations, information strategy and regional development. They are recruited in accordance with an open competitive procedure and appointed by the university council for no more than five years in the first instance, although they may be reappointed for a further period. Their employer is the university, which decides all terms and conditions of service, including arrangements for performance evaluation. Synonyms: *Rector, Provost*.
Note: The *Chancellor* is an honorary, non-executive position at a university, which is often conferred on individuals who are renowned in their field or profession. *Chancellors* have a role in promoting the university, and attending degree ceremonies and other important occasions.

Vice-Chancellor

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Synonym for ▶ *Principal* if employed by a *college of higher education/university.*

Vice-Dean

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Senior academic administrator at a tertiary education institution *(college of higher education, university, university college)*. For full information, see ▶ *Dean*; for evaluation, see ▶ *Principal*.

Vice-presidente do Instituto Politécnico

Country: Portugal
Grammatical variants: Vice-presidentes dos Institutos Politécnicos
Level: Tertiary
Explanatory note: Deputy head of an *Instituto Politécnico* who is responsible for assisting the ▶ *Presidente do Instituto Politécnico*. The person concerned is appointed by the latter for a period corresponding to his or her own term of office. For further information, see *Presidente do Instituto Politécnico*.

Vice-Principal

Country: United Kingdom (E/W/NI)
Level: Primary/lower/upper secondary/post-secondary/tertiary
Explanatory note:

- Deputy to the ▶ *Principal* in the management of a *further education institution* or *higher education college*. The qualifications and experience required are decided by the individual institution, but those newly appointed normally have a first degree (in general a *Bachelor's degree*) and a number of years of teaching and management experience as, for example, a ▶ *Head of Department*. Many such staff also hold postgraduate qualifications or higher degrees (a *Master's degree* or *Doctorate*), as is normally required in a tertiary institution. Responsibilities are decided by the institution concerned but, in general, these staff assist the *Principal* in providing academic and administrative leadership. They contribute to development planning and performance management, the management and organisation of staff and resources, curriculum planning and development, and promoting good relations with employers and the community. They are also usually responsible for managing a particular service or area of educational provision. Staff in this category are recruited in accordance with an open competitive procedure and employed by the institution's governing body which decides on terms and conditions of service, including any performance evaluation arrangements.
- In Northern Ireland, equivalent post to ▶ *Deputy Headteacher* but the staff concerned are employed by the *Education and Library Board* or the *Board of Governors* (depending on the category of school). For full information, see *Deputy Headteacher*.

Synonym: *Deputy Principal*.

Vice-principal

Country: United Kingdom (SC)
Level: Tertiary
Explanatory note: Deputy to the ▶ *Principal* at a tertiary education institution (*college of further* or *higher education, university, university college*). The person concerned may be appointed on the recommendation of the *principal* for a fixed number of years. For information on qualifications, recruitment, employer, status and evaluation, see *principal.*

Vice-recteur

Country: Belgium (French Community)
Level: Tertiary
Explanatory note: Deputy to the ▶ *Recteur* of a university who takes over when the rector is prevented from carrying out the duties of the post. Rectors may propose that some of their normal responsibilities be delegated to the deputy rector by the board *(conseil d'administration)*. For further information, see *recteur*.

Vice-rector/a

Country: Spain
Grammatical variants: Vice-rectores/as
Level: Tertiary
Explanatory note: The deputy head of a university. The person concerned is appointed and delegated certain areas of responsibility by the ▶ *Rector/a*, on whose resignation the appointment is terminated. For information on qualifications, recruitment, employer, status and evaluation, see ▶ *Decano/a*.

Vice-reitor/a

Country: Portugal
Grammatical variants: Vice-reitores
Level: Tertiary
Explanatory note: Deputy head of a university *(universidade)* who is appointed by the ▶ *Reitor/a* and may replace the latter in the event of prolonged but temporary absence from duty. For further information, see *reitor/a*.

Vizerektor/in

Country: Austria
Grammatical variants: Vizerektoren/innen, Vizerektor*
Level: Tertiary
Explanatory note: Deputy to the ▶ *Rektor/in*, who is responsible for certain specific areas (financial affairs, teaching or research) at the same level and whose recruitment is proposed by the *Rektor/in* concerned. For full information, see *Rektor/in.*

Vocational Counsellor

Country: United Kingdom (E/W/NI)
Level: Lower/upper secondary/post-secondary/tertiary

Explanatory note: Synonym for ▶ *Careers Adviser*.

Vodja enote (podružnice)

Country: Slovenia
Grammatical variants: Vodje enote (podružnice), vod* enot* (podružnic*)
Level: Pre-primary/primary/lower secondary
Explanatory note: Head of the organisational unit of a pre-primary institution *(enota javnega vrtca)* or of the branch of a basic education institution *(podružnica šole)*. Candidates for this post have to be teachers *(vzgojitelj/ica predšolskih otrok, učitelj/ica)* or the ▶ *Svetovalni/na delavec/vka*, but no special training is required. These staff manage and organise the work of the institutional unit or branch concerned and carry out tasks which are stipulated in the statutes of the institution and assigned to them by the ▶ *Ravnatelj/ica* (+). They are obliged to teach, with their teaching or counselling workload dependent on the size of the institutional unit. These heads are appointed by the *ravnatelj/ica* from among the teaching staff of their institution and, in public-sector institutions, they are state employees with civil servant status. They are evaluated by the *ravnatelj/ica* and the ▶ *Inšpektor/ica za šolstvo*.

Voithos diefthindís/dria (Βοηθός διευθυντής/τρια)

Country: Cyprus
Grammatical variants: Voithi diefthindés, voith* diefthind*
Level: Pre-primary/primary/lower/upper secondary/tertiary
Explanatory note: Deputy to the ▶ *Diefthindís/dria* at an institution for pre-primary *(nipiagogeio)*, primary *(dimotika scholeio)*, secondary *(gymnasio, lykeio, techniki scoli)* or tertiary education *(dimosia scholi tritovathmias ekpedefsis)*. The qualifications required are those of a teacher at the relevant level *(nipiagogos, daskalos/la, kathigitis/tria)* and a minimum of 13 years of teaching experience, 8 years of which should have involved teaching in public-sector schools. Staff in this position are teachers first and foremost, though with a reduced teaching load. Their main responsibility is to help the *diefthindís/dria* in school administration and management. They coordinate and guide the activities of teachers and carry out any administrative duties assigned to them by the *diefthindís/dria*. In cases in which the *voithos diefthindís/dria* is serving at a primary school with only two teachers, they assume the responsibilities of the *diefthindís/dria*. They are evaluated by the *diefthindís/dria* and the ▶ *Epitheoritis/tria genikon mathimaton.* For information on recruitment, appointment, employer and status, see *diefthindís/dria.*

Volksschuldirektor/in

Country: Austria
Grammatical variants: Volksschuldirektoren/innen, Volksschuldirektor*
Level: Primary
Explanatory note: Head of a primary education institution *(Volksschule)*. The qualifications required are those of a teacher *(Lehrer/in)* at the appropriate level. These heads manage the staff at their school, run it in accordance with the relevant legislation, liaise with the school authorities, oversee satisfactory functioning of the institution and foster links between it and the parents of its pupils. Depending on the size of the school, they also carry out teaching activities. Staff in this category are recruited by the *Land* government authorities, and appointed and employed by the *Land.* They are selected by public advertisement in accordance with an open procedure and appointed for an initial term of 4 years, on satisfactory completion of which they are employed with permanent tenure. They are responsible for the educational tasks to the ▶ *Schulinspektor/in*. General terms: *Direktor/in, Schulleiter/in*.

Voorzitter van het college van bestuur

Country: Netherlands
Grammatical variants: Voorzitters van het college van bestuur
Level: Upper secondary/post-secondary/tertiary
Explanatory note:
- Head of the central management board of an institution for adult and vocational education *(middelbaar beroepsonderwijs, praktijk-*

onderwijs), who is responsible for management of the institution as a whole, its administration and policy. Although the qualifications required by persons in this position are flexible and may be determined by the institution concerned, they normally include possession of a university degree, and familiarity with the field of education and management of large educational institutions. For information on recruitment, appointment, employer, status and evaluation, see ▶ *Directeur*.

- Person who chairs the executive board *(college van bestuur)* of a *universiteit* or *hogeschool*. The qualifications required for this position are determined (depending on circumstances) by the supervisory board *(raad van toezicht)* of the *universiteit* or the management body of the *hogeschool (instellingsbestuur)*. These chairpersons, who do not perform teaching duties, take the lead in the activities of the executive board, which is responsible for preparing, determining and executing policy, as well as coordinating general administrative matters and the strategic policy and management of the institution concerned. They are appointed in accordance with an open recruitment procedure, employed (as appropriate) by the *raad van toezicht* or *instellingsbestuur* to which they are accountable, and evaluated by the *universiteit* or *hogsechool*. For information on status, see *directeur*.

Vrchní školní inspektor/ka

Country: Czech Republic

Grammatical variants: Vrchní školní inspektoři/rky, inspekto*

Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Head of the regional inspectorate *(oblastní pracoviště České školní inspekce)*. The qualifications required are similar to those of the ▶ *Školní inspektor/ka* and those appointed to the post must have at least 3 years of experience in inspection and excellent managerial ability. The responsibilities of staff in this category comprise coordination, monitoring and evaluation of the work of inspectors in their region and organisation/supervision of the inspectoral team *(inspekční tým)*. They are recruited internally, appointed by and report to the ▶ *Ústřední školní inspektor/ka*, and employed by the regional inspectorate on a contractual basis.

Výchovný/ná poradca/dkyňa

Country: Slovakia

Grammatical variants: Výchovn* porad*

Level: Primary/lower/upper secondary

Explanatory note: Educational adviser at a compulsory or upper secondary educational institution *(základná škola, stredná škola)*, who has been recruited from among teachers at primary and secondary levels *(učitel'/ka základnej školy, učitel'/ka strednej školy)*. Staff in this category must have 3 years of teaching experience. Their tasks are to assist pupils with educational problems and provide career guidance and advice. They are appointed on the basis of an open recruitment procedure and evaluated by the ▶ *Riaditel'/ka školy*. Educational advisers in public institutions with the status of a legal entity are employed by the institution concerned whereas, in non-state schools, they are employed by the school founders and, in primary schools without the status of a legal entity, by the district office *(okresný úrad)*. They have civil servant status.

Výchovný/ná poradce/dkyně

Country: Czech Republic

Grammatical variants: Výchovní/né poradci/dkyně, výchovn* porad*

Level: Primary/lower/upper secondary

Explanatory note: Educational adviser at compulsory and upper secondary education institution, who has been recruited from among teachers *(učitel/ka)* at primary and secondary levels. Staff in this category must hold a special qualification obtained following 2 years of training and have 3 years of teaching experience. The task of these advisers, who have the same status as teachers, is to assist pupils with educational problems and provide them with guidance and advice, while continuing to teach and devoting between one and three lessons a week to their advisory activities. They are

employed on a contractual basis by the school if it has the status of a legal entity or, if not, by the district authority *(okresní úřad)* which, in either case, remunerates them. They are evaluated by the ▶ *Školní inspektor/ka* during evaluation of the school concerned.

Vyresnysis/nioji psichologas/ogė

Country: Lithuania
Grammatical variants: Vyresnieji/niosios psichologai/ogės
Level: Pre-primary/primary/lower/upper secondary

Explanatory note: Promotion title (first grade) awarded to all those who have held the title of ▶ *Psichologas/ogė* for no less than 4 years. Candidates for the title have to be able to assess the nature of the problems with which they are confronted, hold group sessions aimed at fostering the interpersonal skills of pupils, and carry out psychological/sociological surveys or analyses. For information on recruitment, appointment, employer, responsibilities, status and evaluation, see *psichologas/ogė*.

Wizytator

Country: Poland

Grammatical variants: Wizytatorzy, wizytator*

Level: Primary/lower/upper secondary/post-secondary

Explanatory note: Advisory inspector at the *kuratorium*, the body with regional oversight of the quality of education. These inspectors, whose training is similar to that of schoolteachers, must hold the degree of *magister* or *magister inżynier* and have a minimum 6 years of teaching experience, with the promotion grade of *nauczyciel mianowany* or *nauczyciel dyplomowany*. They also have to complete a civil service preparatory course (see ▶ *Kurator*). Inspectors are mainly responsible for monitoring and supervising the educational activity of schools and visiting them usually subject to prior agreement. They are recruited on the basis of an open recruitment procedure, appointed by the *kurator* and employed, with civil servant status, by the *kuratorium*.

Zamestnik-dekan (Заместник-декан)
Country: Bulgaria
Grammatical variants: Zamestnik-dekani
Level: Tertiary
Explanatory note: Deputy head of a faculty at a tertiary education institution *(universitet, spetsializirano vische utchilichte)*, who is elected by the faculty council following a proposal by the ▶ *Dekan.* These staff are evaluated by the *dekan*. For qualifications required, see ▶ *Rector*; for responsibilities, appointment, employer and status, see *dekan*.

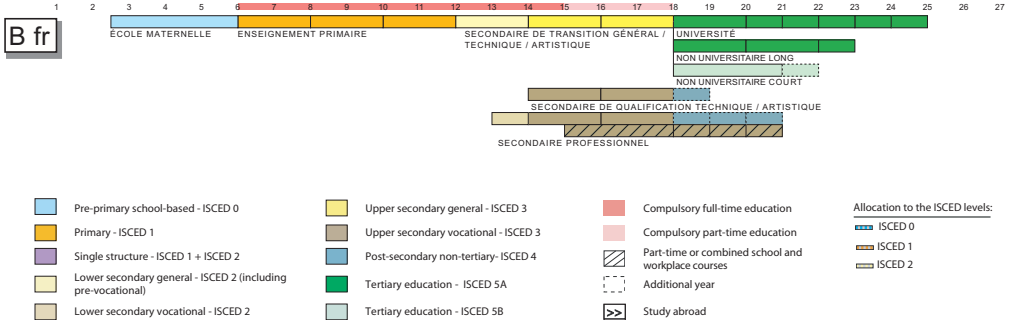
Zamestnik-rector (Заместник-ректор)
Country: Bulgaria
Grammatical variants: Zamestnik-rectori
Level: Tertiary
Explanatory note: Deputy head of a tertiary education institution *(universitet, spetsializirano vische utchilichte)*, who has management responsibilities and may be called upon by the ▶ *Rector* to assist with its public relations. Staff in this category, who carry out teaching activities, are elected by the academic council of the institution following a proposal by the *rector*, and appointed for no more than 2 consecutive periods of 4 years. They are employed by the institution on a contractual basis, and evaluated by the *rector*. For qualifications required, see *rector*.

Part II — Summary tables

Belgium (French Community)

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Directeur/trice	Inspecteur	
Primary	(ISCED 1)	Directeur/trice	Inspecteur	Auxiliaire psychopédagogue Conseiller/ère psychopédagogique
Lower secondary	(ISCED 2)	Directeur/trice Préfet/e des études Proviseur	Inspecteur	Auxiliaire psychopédagogue Conseiller/ère psychopédagogique
Upper secondary	(ISCED 3)	Directeur/trice Préfet/e des études Proviseur	Inspecteur	Auxiliaire psychopédagogue Conseiller/ère psychopédagogique
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Directeur-Président Directeur/trice Doyen Recteur Vice-recteur	Inspecteur	

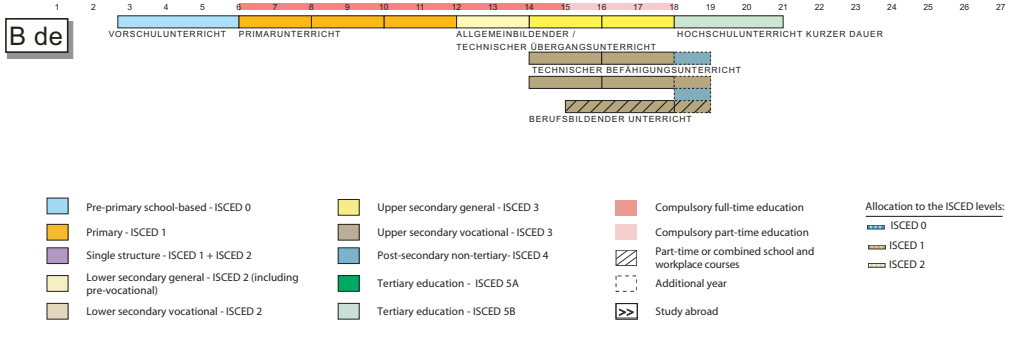
Structures of mainstream school and tertiary education, 2001/2002



Belgium (German-speaking Community)

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Direktor/in (Schulleiter/in) Grundschulleiter/in (Direktor/in, Hauptlehrer/in, Schulleiter/in einer Grundschule, Schulleiter/in)	Inspektor/in	Berater/in in einem PMS-Zentrum Direktor/in eines PMS-Zentrums (Direktor/in)
Primary	(ISCED 1)	Direktor/in (Schulleiter/in) Grundschulleiter/in (Direktor/in, Hauptlehrer/in, Schulleiter/in einer Grundschule, Schulleiter/in)	Inspektor/in	Berater/in in einem PMS-Zentrum Direktor/in eines PMS-Zentrums (Direktor/in)
Lower secondary	(ISCED 2)	Direktor/in (Schulleiter/in) Provisor/in (Unterdirektor/in) Studienpräfekt/in (Sekundarschulleiter/in, Präfekt/in, Schulleiter/in) Unterdirektor/in	Inspektor/in	Berater/in in einem PMS-Zentrum Direktor/in eines PMS-Zentrums (Direktor/in) Erzieher/in (Aufseher-Erzieher)
Upper secondary	(ISCED 3)	Direktor/in (Schulleiter/in) Provisor/in (Unterdirektor/in) Studienpräfekt/in (Sekundarschulleiter/in, Präfekt/in, Schulleiter/in) Unterdirektor/in	Inspektor/in	Berater/in in einem PMS-Zentrum Direktor/in eines PMS-Zentrums (Direktor/in) Erzieher/in (Aufseher-Erzieher)
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Direktor/in (Schulleiter/in)	Inspektor/in	

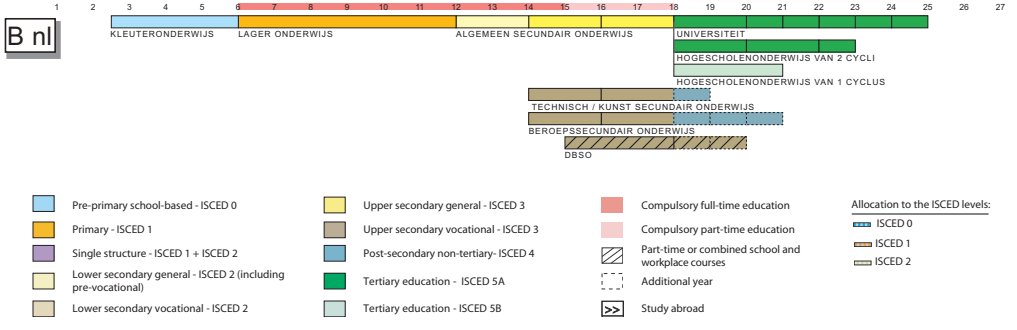
Structures of mainstream school and tertiary education, 2001/2002



Belgium (Flemish Community)

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Directeur/trice	Inspecteur/trice Inspecteur-adviseur Inspecteur-generaal	Psycho-pedagogisch consulent/e
Primary	(ISCED 1)	Algemeen directeur/trice Directeur/trice	Inspecteur/trice Inspecteur-adviseur Inspecteur-generaal	Maatschappelijk werker/ster Psycho-pedagogisch consulent/e
Lower secondary	(ISCED 2)	Algemeen directeur/trice Directeur/trice	Inspecteur/trice Inspecteur-adviseur Inspecteur-generaal	Maatschappelijk werker/ster Psycho-pedagogisch consulent/e
Upper secondary	(ISCED 3)	Algemeen directeur/trice Directeur/trice	Inspecteur/trice Inspecteur-adviseur Inspecteur-generaal	Maatschappelijk werker/ster Psycho-pedagogisch consulent/e
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Algemeen directeur/trice	Inspecteur-adviseur	

Structures of mainstream school and tertiary education, 2001/2002



Denmark

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Børnehaveklasseleder		
Primary	(ISCED 1)	Skoleinspektør (Skoleleder)		Fagkonsulent Skolekonsulent Skolevejleder
Lower secondary	(ISCED 2)	Skoleinspektør (Skoleleder)		Fagkonsulent Skolekonsulent Skolevejleder
Upper secondary	(ISCED 3)	Direktør Rektor (Skoleleder) Skoleinspektør (Skoleleder)		Fagkonsulent Skolevejleder
Post-secondary	(ISCED 4)	Direktør		
Tertiary	(ISCED 5 and 6)	Rektor (Skoleleder)		Fagkonsulent Skolevejleder

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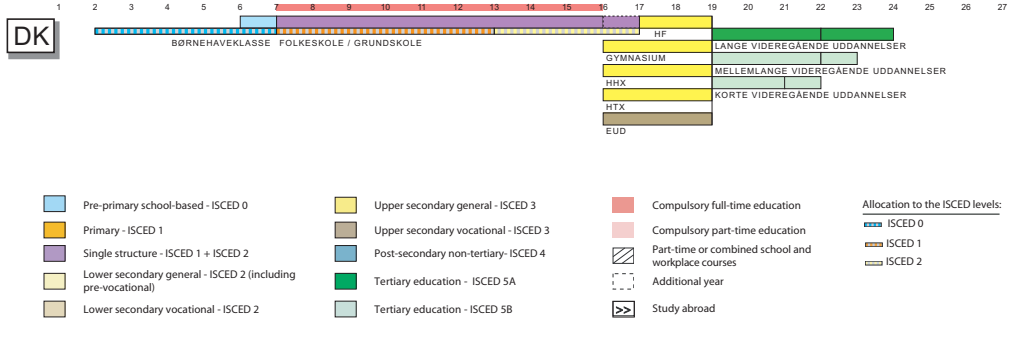
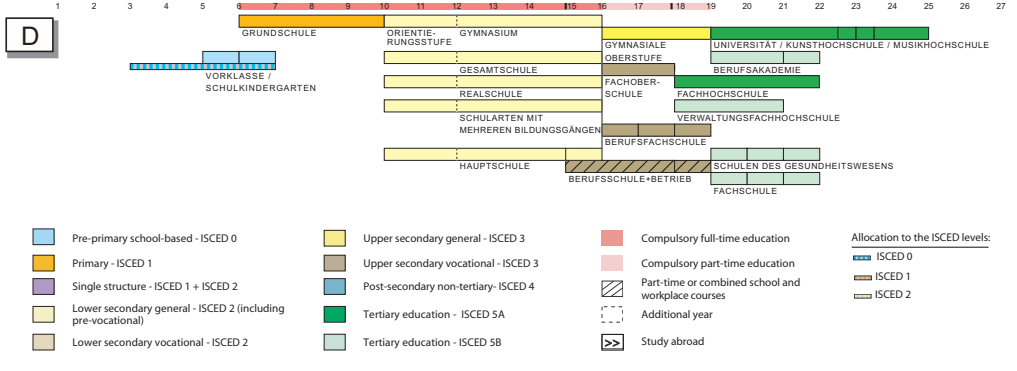


Germany

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)			
Primary	(ISCED 1)	Schulleiter/in	Schulaufsichtsbeamter/e	Schulpsychologe/in
Lower secondary	(ISCED 2)	Schulleiter/in	Schulaufsichtsbeamter/e	Schulpsychologe/in
Upper secondary	(ISCED 3)	Schulleiter/in	Schulaufsichtsbeamter/e	Schulpsychologe/in
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Leiter/in einer Hochschule Präsident/in Rektor/in		

Structures of mainstream school and tertiary education, 2001/2002



Greece

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Diefthindís/dria (Διευθυντής/τρια)		
Primary	(ISCED 1)	Diefthindís/dria (Διευθυντής/τρια)	Diefthindís/dria ekpedefsis (Διευθυντής Εκπαίδευσης) Páredros (Πάρεδρος) Periferiakos diefthindís ekpedefsis (Περιφερειακός διευθυντής εκπαίδευσης) Proistamenos tmimatos epistimonikis & pedagogikis kathodigisis (Προϊστάμενος τμήματος επιστημονικής & παιδαγωγικής καθοδήγησης) Scholikós Sýmvoulos (Σχολικός Σύμβουλος)	
Lower secondary	(ISCED 2)	Gymnasiárchis (Γυμνασιάρχης) Diefthindís/dria enischitikis didaskalias-Gymnasiarchis (Διευθυντής/τρια ενισχυτικής διδασκαλίας-Γυμνασιάρχης)	Diefthindís/dria ekpedefsis (Διευθυντής Εκπαίδευσης) Páredros (Πάρεδρος) Periferiakos diefthindís ekpedefsis (Περιφερειακός διευθυντής εκπαίδευσης) Proistamenos tmimatos epistimonikis & pedagogikis kathodigisis (Προϊστάμενος τμήματος επιστημονικής & παιδαγωγικής καθοδήγησης) Scholikós Sýmvoulos (Σχολικός Σύμβουλος)	Diefthindís/dria enischitikis didaskalias (Διευθυντής/τρια ενισχυτικής διδασκαλίας)
Upper secondary	(ISCED 3)	Diefthindís/dria (Διευθυντής/τρια) Lykiárchis (Λυκειάρχης)	Diefthindís/dria ekpedefsis (Διευθυντής Εκπαίδευσης) Páredros (Πάρεδρος) Periferiakos diefthindís ekpedefsis (Περιφερειακός διευθυντής εκπαίδευσης) Proistamenos tmimatos epistimonikis & pedagogikis kathodigisis (Προϊστάμενος τμήματος επιστημονικής & παιδαγωγικής καθοδήγησης) Scholikós Sýmvoulos (Σχολικός Σύμβουλος)	Schediastís-aksiologitís (Σχεδιαστής-αξιολογητής)
Post-secondary	(ISCED 4)	Diefthindís/dria (Διευθυντής/τρια)		
Tertiary	(ISCED 5 and 6)	Próedros (Πρόεδρος) Prýtanis (Πρύτανης)		

Greece (continued)

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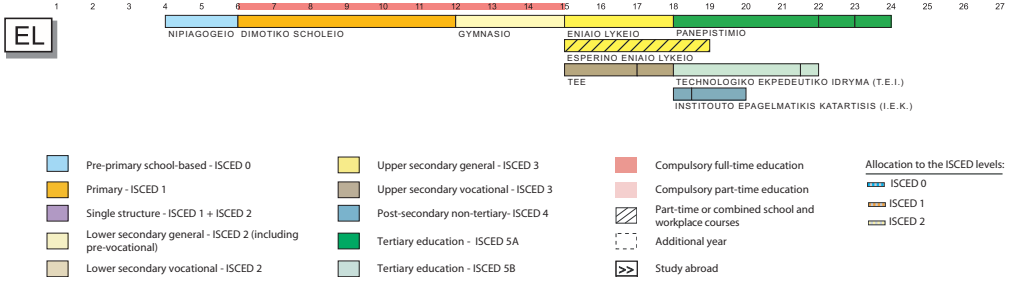

Spain

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Coordinador/a de ciclo Director/a Jefe/a de estudios	Inspector/a de Educación	Orientador/a Trabajador/a Social Tutor/a
Primary	(ISCED 1)	Coordinador/a de ciclo Director/a Jefe/a de estudios	Inspector/a de Educación	Orientador/a Trabajador/a Social Tutor/a
Lower secondary	(ISCED 2)	Director/a Jefe/a de Departamento Jefe/a de estudios	Inspector/a de Educación	Orientador/a Trabajador/a Social Tutor/a
Upper secondary	(ISCED 3)	Director/a Jefe/a de Departamento Jefe/a de estudios	Inspector/a de Educación	Orientador/a Trabajador/a Social Tutor/a
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Decano/a Director/a Director/a de Departamento Jefe/a de Departamento Jefe/a de estudios Rector/a Sub-director/a Vice-decano/a Vice-rector/a	Inspector/a de Educación Inspector/a de Servicios en Universidades Inspector/a Jefe	Trabajador/a Social Tutor/a

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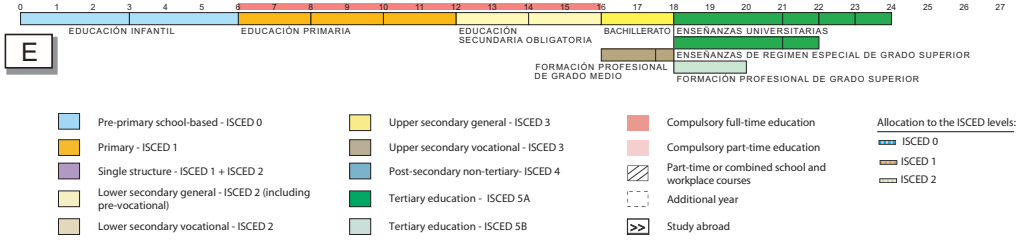
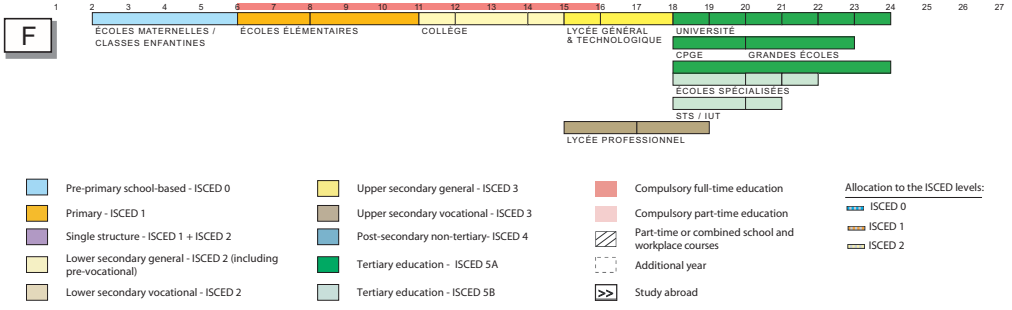


France

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Directeur/trice d'école	Inspecteur/trice de l'éducation nationale (IEN) Inspecteur/trice général/e de l'éducation nationale (IGEN)	
Primary	(ISCED 1)	Directeur/trice d'école	Inspecteur/trice de l'éducation nationale (IEN) Inspecteur/trice général/e de l'éducation nationale (IGEN)	
Lower secondary	(ISCED 2)	Principal/e	Inspecteur/trice d'académie–Inspecteur/trice pédagogique régional/e (IA-IPR) Inspecteur/trice de l'éducation nationale (IEN) Inspecteur/trice général/e de l'éducation nationale (IGEN)	Conseiller/ère d'orientation-psychologue (COP) Conseiller/ère principal/e d'éducation (CPE)
Upper secondary	(ISCED 3)	Proviseur/e	Inspecteur/trice d'académie–Inspecteur/trice pédagogique régional/e (IA-IPR) Inspecteur/trice de l'éducation nationale (IEN) Inspecteur/trice général/e de l'éducation nationale (IGEN)	Conseiller/ère d'orientation-psychologue (COP) Conseiller/ère principal/e d'éducation (CPE)
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Directeur/trice Président d'université		Directeur/trice de service d'accueil, d'orientation et d'insertion professionnelle

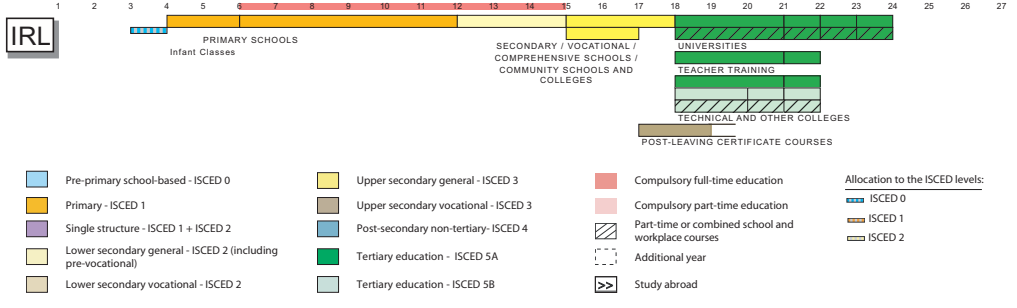
Structures of mainstream school and tertiary education, 2001/2002



Ireland

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Principal teacher (Headteacher)	Assistant Chief Inspector Chief inspector Deputy Chief Inspector Inspector	Support teacher
Primary	(ISCED 1)	Principal teacher (Headteacher)	Assistant Chief Inspector Chief inspector Deputy Chief Inspector Inspector	Educational psychologist Support teacher
Lower secondary	(ISCED 2)	Principal	Assistant Chief Inspector Chief inspector Deputy Chief Inspector Inspector	Educational psychologist Guidance counsellor
Upper secondary	(ISCED 3)	Principal	Assistant Chief Inspector Chief inspector Deputy Chief Inspector Inspector	Educational psychologist Guidance counsellor
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Chief officer (President of the University) Director		Careers advisor Student counsellor

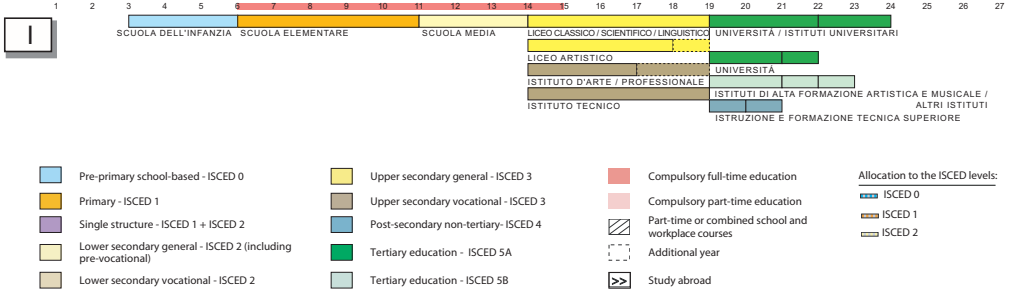
Structures of mainstream school and tertiary education, 2001/2002



Italy

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Dirigente scolastico	Ispettore tecnico	
Primary	(ISCED 1)	Dirigente scolastico	Ispettore tecnico	Psicopedagogista
Lower secondary	(ISCED 2)	Dirigente scolastico	Ispettore tecnico	Consigliere di orientamento Psicopedagogista
Upper secondary	(ISCED 3)	Dirigente scolastico	Ispettore tecnico	Consigliere di orientamento Psicopedagogista
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Direttore di dipartimento Preside di facoltà Rettore		

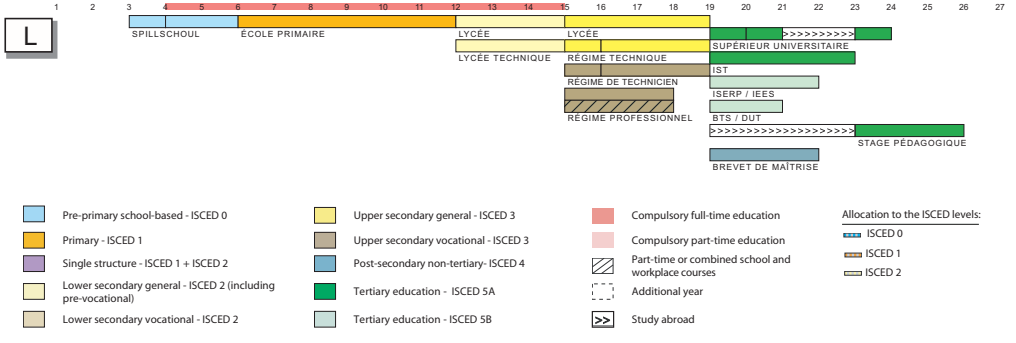
Structures of mainstream school and tertiary education, 2001/2002



Luxembourg

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)		Inspecteur/trice	
Primary	(ISCED 1)		Inspecteur/trice	
Lower secondary	(ISCED 2)	Directeur/trice Directeur/trice adjoint		Psychologue scolaire
Upper secondary	(ISCED 3)	Directeur/trice Directeur/trice adjoint		Psychologue scolaire
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Président/e		

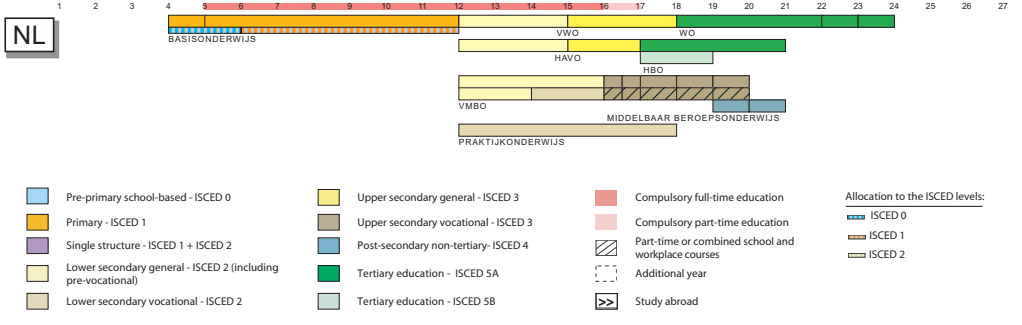
Structures of mainstream school and tertiary education, 2001/2002



The Netherlands

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)			Schoolbegeleider
Primary	(ISCED 1)	Directeur	Coördinerend inspecteur Hoofdinspecteur Inspecteur (generaal van het onderwijs) Inspecteur (van het onderwijs)	Remedial teacher Schoolbegeleider
Lower secondary	(ISCED 2)	Afdelingsdirecteur (Adjunct-directeur) Directeur Rector	Coördinerend inspecteur Hoofdinspecteur Inspecteur (generaal van het onderwijs) Inspecteur (van het onderwijs) Mentor (Klassenleraar, Klassenbegeleider)	Coördinerend docent Decaan (Schooldecaan) Remedial teacher Teamleider
Upper secondary	(ISCED 3)	Afdelingsdirecteur (Adjunct-directeur) Directeur Rector Voorzitter van het college van bestuur	Coördinerend inspecteur Hoofdinspecteur Inspecteur (generaal van het onderwijs) Inspecteur (van het onderwijs) Mentor (Klassenleraar, Klassenbegeleider)	Coördinerend docent Decaan (Schooldecaan) Remedial teacher Teamleider
Post-secondary	(ISCED 4)	Voorzitter van het college van bestuur		
Tertiary	(ISCED 5 and 6)	Decaan Directeur van de opleiding (Opleidingsdirecteur) Rector magnificus Voorzitter van het college van bestuur	Coördinerend inspecteur Hoofdinspecteur Inspecteur (generaal van het onderwijs) Inspecteur (van het onderwijs)	Beroepskeuzeadviseur (Loopbaanadviseur) Studentendecaan (Studiekeuzeadviseur) Studieadviseur (Studiekeuzeadviseur)

Structures of mainstream school and tertiary education, 2001/2002



Austria

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Kindergartenleiter/in	Kindergarteninspektor/in	
Primary	(ISCED 1)	Sonderschuldirektor/in (Direktor/in, Schulleiter/in) Volksschuldirektor/in (Direktor/in, Schulleiter/in)	Bezirksschulinspektor/in Fachinspektor/in Landesschulinspektor/in Schulinspektor/in	Schulpsychologe/in
Lower secondary	(ISCED 2)	Hauptschuldirektor/in (Direktor/in, Schulleiter/in) Sonderschuldirektor/in (Direktor/in, Schulleiter/in)	Bezirksschulinspektor/in Fachinspektor/in Landesschulinspektor/in Schulinspektor/in	Schülerberater/in Schulpsychologe/in
Upper secondary	(ISCED 3)	Abteilungsvorstand/ständin Berufsschuldirektor/in (Direktor/in, Schulleiter/in) Direktor/in der Polytechnischen Schule (Direktor/in, Schulleiter/in) Sonderschuldirektor/in (Direktor/in, Schulleiter/in)	Berufsschulinspektor/in Bezirksschulinspektor/in Fachinspektor/in Landesschulinspektor/in Schulinspektor/in	Bildungsberater/in Schülerberater/in Schulpsychologe/in
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Dekan/in Institutsvorstand/ständin Klinikvorstand/ständin Rektor/in Studiendekan/in Vizerektor/in		

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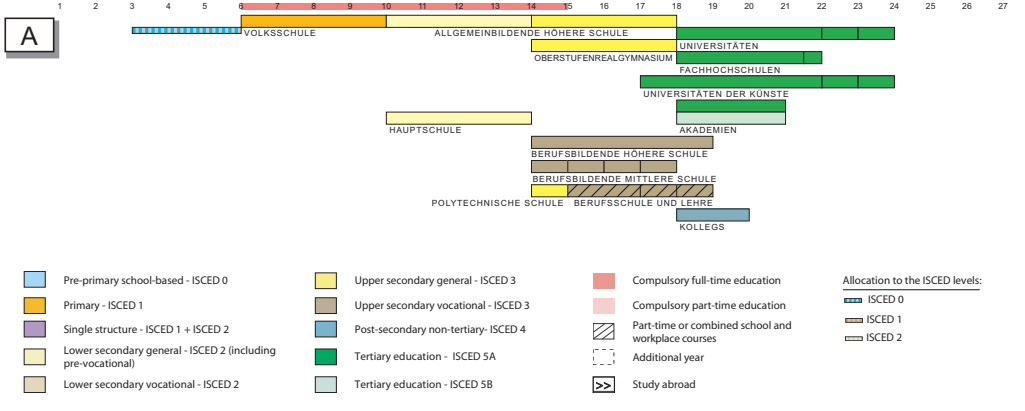
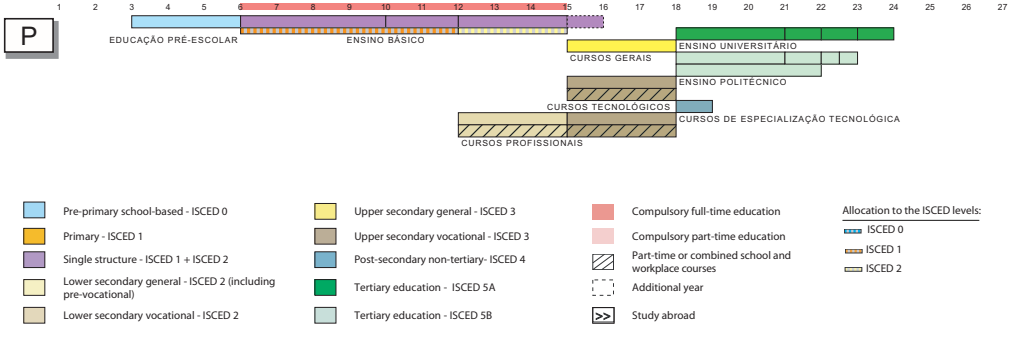


Portugal

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Director/a Presidente do Conselho Executivo	Inspector/a	
Primary	(ISCED 1)	Director/a Presidente do Conselho Executivo	Inspector/a	
Lower secondary	(ISCED 2)	Director/a Presidente do Conselho Executivo	Inspector/a	
Upper secondary	(ISCED 3)	Director/a Presidente do Conselho Executivo	Inspector/a	Psicólogo/a
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Director/a da Escola Superior de Educação Director/a da Faculdade/Instituto Presidente do Conselho Científico Presidente do Conselho Científico da Escola Superior de Educação Presidente do Conselho Directivo da Escola Superior de Educação Presidente do Conselho Directivo da Faculdade/Instituto Presidente do Conselho Pedagógico Presidente do Conselho Pedagógico da Escola Superior de Educação Presidente do Instituto Politécnico Pró-reitor/a Reitor/a Vice-presidente do Instituto Politécnico Vice-reitor/a	Inspector/a	Psicólogo/a

Structures of mainstream school and tertiary education, 2001/2002



Finland

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Johtaja (Föreståndare, Chef, Direktör) Varajohtaja (Vice föreståndare)		
Primary	(ISCED 1)	Apulaisjohtaja (Biträdande chef) Apulaisrehtori (Biträdande rector) Johtaja (Föreståndare) Rehtori (Rektor) Vararehtori (Vice rektor, Biträdande rektor, Prorektor) Varajohtaja (Vice föreståndare)		Koulupsykologi (Skolpsykolog) Oppilaanohjaaja (Elevhandledare)
Lower secondary	(ISCED 2)	Apulaisjohtaja (Biträdande chef) Apulaisrehtori (Biträdande rector) Johtaja (Föreståndare) Rehtori (Rektor) Vararehtori (Vice rektor, Biträdande rektor, Prorektor) Varajohtaja (Vice föreståndare)		Koulupsykologi (Skolpsykolog) Luokanvalvoja (Klassföreståndare)
Upper secondary	(ISCED 3)	Apulaisjohtaja (Biträdande chef) Apulaisrehtori (Biträdande rector) Johtaja (Föreståndare, Esimies, Päällikkö) Rehtori (Rektor) Vararehtori (Vice rektor, Biträdande rektor, Prorektor) Varajohtaja (Vice föreståndare)		Koulupsykologi (Skolpsykolog) Opinto- ohjaaja (Studiehandledare) Ryhmänohjaaja (Grupphandledare)
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Apulaisjohtaja (Biträdande chef) Dekaani (Dekanus) Esimies (Prefekt) Johtaja (Chef, Direktör, Päällikkö) Kansleri (Kansler) Rehtori (Rektor) Varadekaani (Prodekanus) Vararehtori (Vice rektor, Biträdande rektor, Prorektor) Varajohtaja (Vice chef)		Opintoneuvoja (Studierådgivare) Ryhmänohjaaja (Grupphandledare, Tutoropettaja)

Note: Since 1999 educational institutions have been obligated to evaluate their own operations and their effects. Evaluation can also be carried out at regional level. The evaluations conducted by the National Board of Education primarily concentrate on educational outcomes and mainly aim to serve the national education policy decision-making and the development of education at all levels.

Finland (continued)

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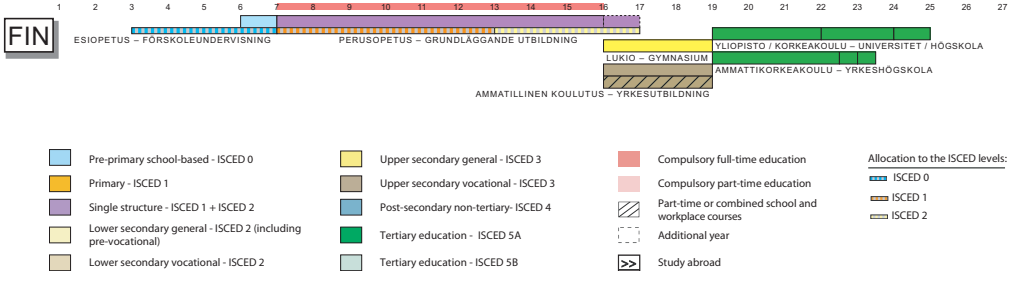

Sweden

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Förskolechef (Föreståndare)		Fritidspedagog Skolpsykolog Specialpedagog med inriktning mot tal och språk (Talpedagog, Tal- och språkpedagog)
Primary	(ISCED 1)	Biträdande rektor (Skolledare, Studierektor) Rektor (Skolledare)	Skolinspektör	Fritidspedagog Kurator Skolpsykolog Specialpedagog med inriktning mot tal och språk (Talpedagog, Tal- och språkpedagog) Studie- och yrkesvägledare
Lower secondary	(ISCED 2)	Biträdande rektor (Skolledare, Studierektor) Rektor (Skolledare)	Skolinspektör	Fritidspedagog Kurator Skolpsykolog Specialpedagog med inriktning mot tal och språk (Talpedagog, Tal- och språkpedagog) Studie- och yrkesvägledare
Upper secondary	(ISCED 3)	Biträdande rektor (Skolledare, Studierektor) Rektor (Skolledare)	Skolinspektör	Kurator Skolpsykolog Specialpedagog med inriktning mot tal och språk Studie- och yrkesvägledare
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Dekan/us Prefekt Prorektor Rektor Studierektor		Kurator Studievägledare

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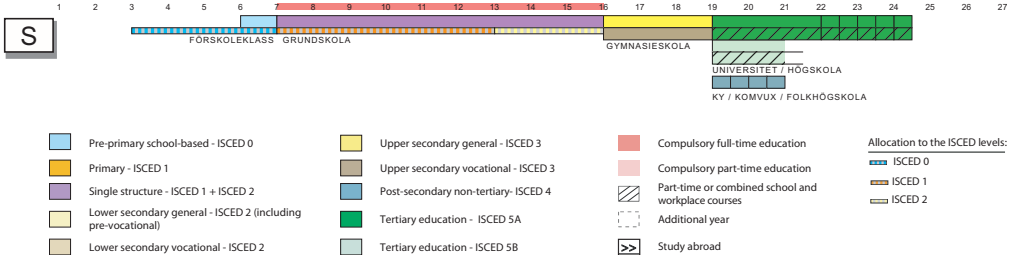

United Kingdom (England, Wales and Northern Ireland)

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Assistant Headteacher Assistant Principal Chair of Governors Deputy Headteacher Governor Headteacher Principal Vice-Principal (Deputy Principal)	Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Assistant Chief Inspector (ACI) Associate Assessor (AA) Chief Education Officer (CEO) (Chief Executive, Director of Education) Chief Inspector (CI) Childcare Inspector (CCI) Education Officer (Early Years Officer, General Adviser, Pupil Support Officer) Enrolled Team Inspector Her Majesty's Chief Inspector (HMCI) Her Majesty's Inspector (HMI) Inspector Lay Inspector Managing Inspector (MI) Registered Inspector (RGI) Registered Nursery Inspector (RgNIs) Reporting Inspector Team Inspector	Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Advisory Teacher (Advisory Officer, Consultant, Field Officer) Chief Education Officer (CEO) (Chief Executive, Director of Education) Education Officer (Early Years Officer, General Adviser, Pupil Support Officer) Education Welfare Officer (EWO) (Education Social Worker) Educational Psychologist
Primary	(ISCED 1)	Assistant Headteacher Assistant Principal Chair of Governors Deputy Headteacher Governor Head of Key Stage Headteacher Principal Vice-Principal (Deputy Principal)	Additional Inspector (AI) Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Assistant Chief Inspector (ACI) Associate Assessor (AA) Chief Education Officer (CEO) (Chief Executive, Director of Education) Chief Inspector (CI) Education Officer (Early Years Officer, General Adviser, Pupil Support Officer) Enrolled Team Inspector Her Majesty's Chief Inspector (HMCI) Her Majesty's Inspector (HMI) Inspector Lay Inspector Managing Inspector (MI) Registered Inspector (RGI) Reporting Inspector Team Inspector	Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Advisory Teacher (Advisory Officer, Consultant, Field Officer) Chief Education Officer (CEO) (Chief Executive, Director of Education) Education Officer (Early Years Officer, General Adviser, Pupil Support Officer) Education Welfare Officer (EWO) (Education Social Worker) Educational Psychologist

United Kingdom (England, Wales and Northern Ireland) (continued)

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Lower secondary	(ISCED 2)	Assistant Headteacher Assistant Principal Chair of Governors Deputy Headteacher Governor Head of Department Head of Key Stage Head of Year Headteacher Principal Vice-Principal (Deputy Principal)	Additional Inspector (AI) Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Assistant Chief Inspector (ACI) Associate Assessor (AA) Chief Education Officer (CEO) (Chief Executive, Director of Education) Chief Inspector (CI) Education Officer (General Adviser, Pupil Support Officer) Enrolled Team Inspector Her Majesty's Chief Inspector (HMCI) Her Majesty's Inspector (HMI) Inspector Lay Inspector Managing Inspector (MI) Registered Inspector (RGI) Reporting Inspector Team Inspector	Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Advisory Teacher (Advisory Officer, Consultant, Field Officer) Careers Adviser (Careers Counsellor, Vocational Counsellor) Chief Education Officer (CEO) (Chief Executive, Director of Education) Education Officer (General Adviser, Pupil Support Officer) Education Welfare Officer (EWO) (Education Social Worker) Educational Psychologist
Upper secondary	(ISCED 3)	Assistant Headteacher Assistant Principal (Assistant Director) Chair of Governors Deputy Headteacher Governor Head of Department Head of Faculty Head of Key Stage Head of Sixth Form Head of Year Headteacher Principal (Chief Executive, Director) Programme Manager (Course Manager, Programme Leader) Vice-Principal (Deputy Principal)	Additional Inspector (AI) Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Assistant Chief Inspector (ACI) Associate Assessor (AA) Associate Inspector (AI) Chief Education Officer (CEO) (Chief Executive, Director of Education) Chief Inspector (CI) Education Officer (General Adviser, Pupil Support Officer) Enrolled Team Inspector Her Majesty's Chief Inspector (HMCI) Her Majesty's Inspector (HMI) Inspector Lay Inspector Managing Inspector (MI) Registered Inspector (RGI) Reporting Inspector Team Inspector	Adviser (School Improvement Officer, School Standards Officer, Specialist Adviser) Advisory Teacher (Advisory Officer, Consultant, Field Officer) Careers Adviser (Careers Counsellor, Vocational Counsellor) Chief Education Officer (CEO) (Chief Executive, Director of Education) Education Officer (General Adviser, Pupil Support Officer) Education Welfare Officer (EWO) (Education Social Worker) Educational Psychologist
Post-secondary	(ISCED 4)	Assistant Principal (Assistant Director) Chair of Governors Vice-Principal (Deputy Principal) Governor Head of Department Head of Faculty Principal (Chief Executive, Director) Programme Manager (Course Manager, Programme Leader) Vice-Principal (Deputy Principal)	Additional Inspector (AI) Assistant Chief Inspector (ACI) Associate Assessor (AA) Associate Inspector (AI) Chief Inspector (CI) Her Majesty's Chief Inspector (HMCI) Her Majesty's Inspector (HMI) Inspector Managing Inspector (MI)	Careers Adviser (Careers Counsellor, Vocational Counsellor)

United Kingdom (England, Wales and Northern Ireland) (continued)

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Tertiary	(ISCED 5 and 6)	Assistant Principal (Assistant Director) Chair of Governors Dean (Head of Faculty) Deputy Vice-Chancellor Governor Head of Department Principal (Chief Executive, Director) Pro-Vice-Chancellor (Pro-Rector) Professor Vice-Chancellor (Provost, Rector) Vice-Principal (Deputy Principal)	Academic Reviewer Institutional Reviewer Review Coordinator Subject Specialist Reviewer	Careers Adviser (Careers Counsellor, Vocational Counsellor)

The terms in the summary table do not include any reference to the specific countries of the United Kingdom (England, Wales or Northern Ireland) in which they are applicable. Readers may check the geographical area in which a term is used by consulting the corresponding explanatory note in Part I of this volume.

Note: Education authorities and educational institutions are free to designate their own job titles; practice varies between institutions, levels of education and authorities. The titles included are intended as a guide to those most commonly used and the list should not be regarded as definitive. Information has been gathered largely from publicly advertised job vacancies and related job descriptions. Quality assurance arrangements in the tertiary sector are due to change in 2002/03 and so the titles used may be revised in the near future.

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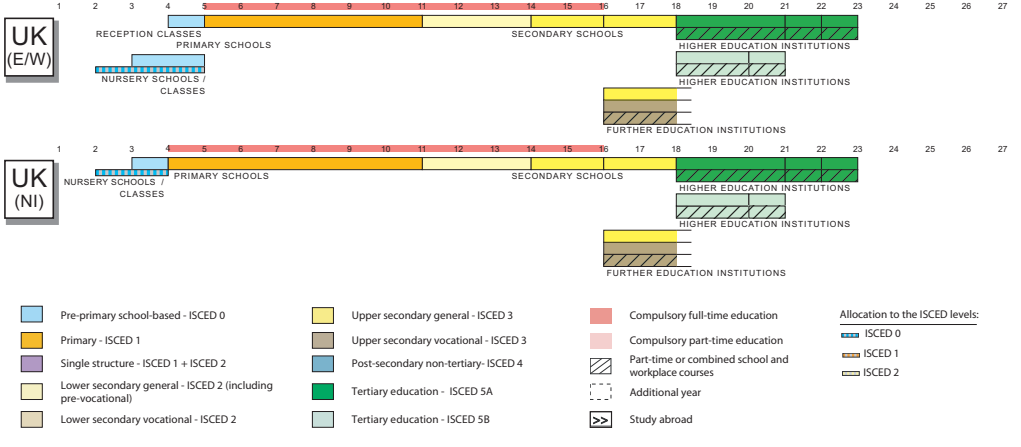
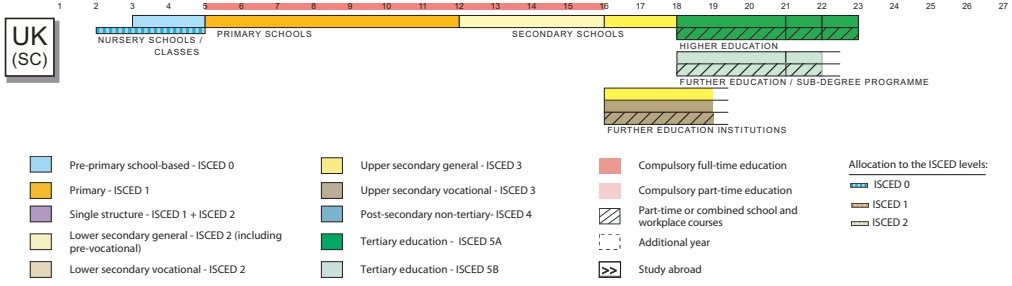


United Kingdom (Scotland)

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Headteacher	Her Majesty's Chief Inspector Her Majesty's Inspector (HM Inspector) Her Majesty's Senior Chief Inspector (HM Senior Chief Inspector)	
Primary	(ISCED 1)	Assistant headteacher (AHT) Deputy head teacher Headteacher	Her Majesty's Chief Inspector Her Majesty's Inspector (HM Inspector) Her Majesty's Senior Chief Inspector (HM Senior Chief Inspector)	Educational psychologist Learning support teacher Principal educational psychologist
Lower secondary	(ISCED 2)	Assistant headteacher (AHT) Deputy head teacher Headteacher Rector	Her Majesty's Chief Inspector Her Majesty's Inspector (HM Inspector) Her Majesty's Senior Chief Inspector (HM Senior Chief Inspector)	Assistant principal teacher guidance Careers adviser Educational psychologist Guidance teacher Learning support teacher Principal educational psychologist Principal Teacher Guidance (PT Guidance)
Upper secondary	(ISCED 3)	Assistant headteacher (AHT) Deputy head teacher Headteacher Rector	Her Majesty's Chief Inspector Her Majesty's Inspector (HM Inspector) Her Majesty's Senior Chief Inspector (HM Senior Chief Inspector)	Assistant principal teacher guidance Careers adviser Educational psychologist Guidance teacher Learning support teacher Principal educational psychologist Principal Teacher Guidance (PT Guidance)
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Assistant principal Associate Principal Dean Principal (Chief Executive, Director, Vice-Chancellor) Provost Rector Vice-Dean Vice-principal	Her Majesty's Chief Inspector Her Majesty's Inspector (HM Inspector) Her Majesty's Senior Chief Inspector (HM Senior Chief Inspector)	Careers adviser Guidance tutor (Course tutor, Director of Study, Supervisor)

Structures of mainstream school and tertiary education, 2001/2002

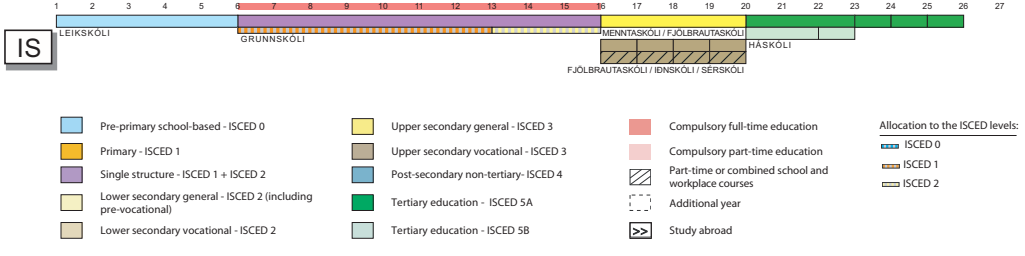


Iceland

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Aðstoðarleikskólastjóri Deildarstjóri Leikskólastjóri		Leikskólaráðgjafi
Primary	(ISCED 1)	Aðstoðarskólastjóri Deildarstjóri Skólastjóri	Fagstjóri	Kennsluráðgjafi Námsráðgjafi
Lower secondary	(ISCED 2)	Aðstoðarskólastjóri Deildarstjóri Skólastjóri	Fagstjóri	Kennsluráðgjafi Námsráðgjafi
Upper secondary	(ISCED 3)	Aðstoðarskólameistari Skólameistari	Verkefnisstjóri	Námsráðgjafi
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Deildarforseti Rektor Skorarformaður Varadeildarforseti		Námsráðgjafi

Note: The titles referred to are used in public sector schools/institutions; in grant-aided private schools/institutions different terms may be used. The descriptions of status, recruitment, etc. also refers to the public sector in Iceland.

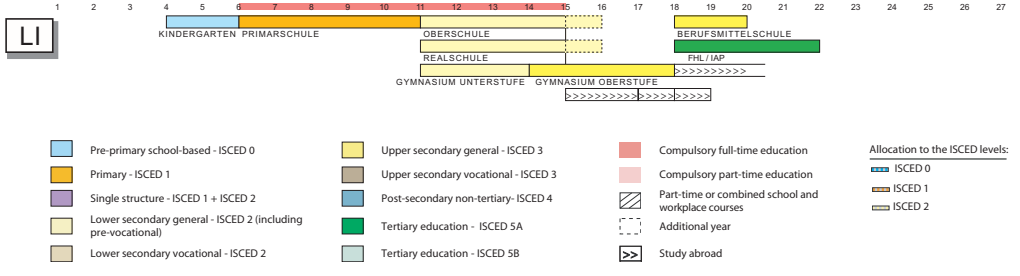
Structures of mainstream school and tertiary education, 2001/2002



Liechtenstein

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Direktor/in Kindergartenleiterin	Inspektor/in	
Primary	(ISCED 1)	Direktor/in Schulleiter/in	Inspektor/in	Schulpsychologe/in
Lower secondary	(ISCED 2)	Direktor/in Rektor/in Schulleiter/in	Inspektor/in Mitglied der Unterrichtskommission	Berufsberater/in Schulpsychologe
Upper secondary	(ISCED 3)	Direktor/in Prorektor/in Rektor/in	Inspektor/in Mitglied der Unterrichtskommission	Berufsberater/in Schulpsychologe/in
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Prorektor/in Rektor/in		Berufsberater/in

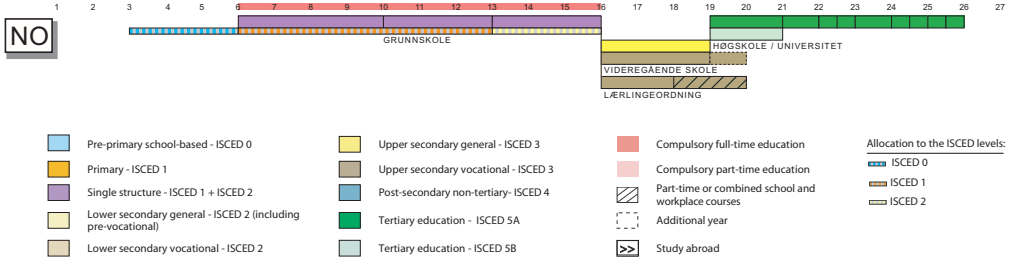
Structures of mainstream school and tertiary education, 2001/2002



Norway

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Styrer		
Primary	(ISCED 1)	Rektor Undervisningsinspektør		Logoped
Lower secondary	(ISCED 2)	Rektor Undervisningsinspektør		Logoped Skolerådgiver
Upper secondary	(ISCED 3)	Avdelingsleder Rektor Undervisningsinspektør		Skolerådgiver Studieinspektør
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Avdelingsleder Dekan Høgskolerektor Prorektor Universitetsrektor		Studieveileder

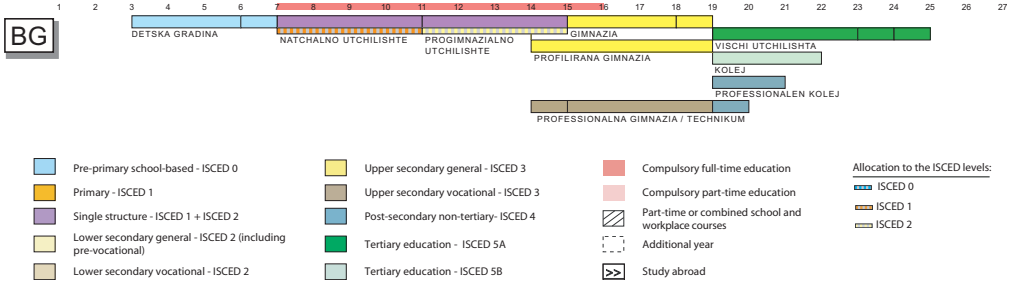
Structures of mainstream school and tertiary education, 2001/2002



Bulgaria

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Director (Директор)	Ekspert v inspectorat (Експерт в инспекторат) Natchalnik na inspectorat (Началник на инспекторат)	
Primary	(ISCED 1)	Director (Директор) Pomochnik-director (Помощник-директор)	Ekspert v inspectorat (Експерт в инспекторат) Natchalnik na inspectorat (Началник на инспекторат)	
Lower secondary	(ISCED 2)	Director (Директор) Pomochnik-director (Помощник-директор)	Ekspert v inspectorat (Експерт в инспекторат) Natchalnik na inspectorat (Началник на инспекторат)	
Upper secondary	(ISCED 3)	Director (Директор) Pomochnik-director (Помощник-директор)	Ekspert v inspectorat (Експерт в инспекторат) Natchalnik na inspectorat (Началник на инспекторат)	
Post-secondary	(ISCED 4)	Director (Директор) Pomochnik-director (Помощник-директор)	Ekspert v inspectorat (Експерт в инспекторат) Natchalnik na inspectorat (Началник на инспекторат)	
Tertiary	(ISCED 5 and 6)	Dekan (Декан) Rector (Ректор) Zamestnik-dekan (Заместник-декан) Zamestnik-rector (Заместник-ректор)		

Structures of mainstream school and tertiary education, 2001/2002

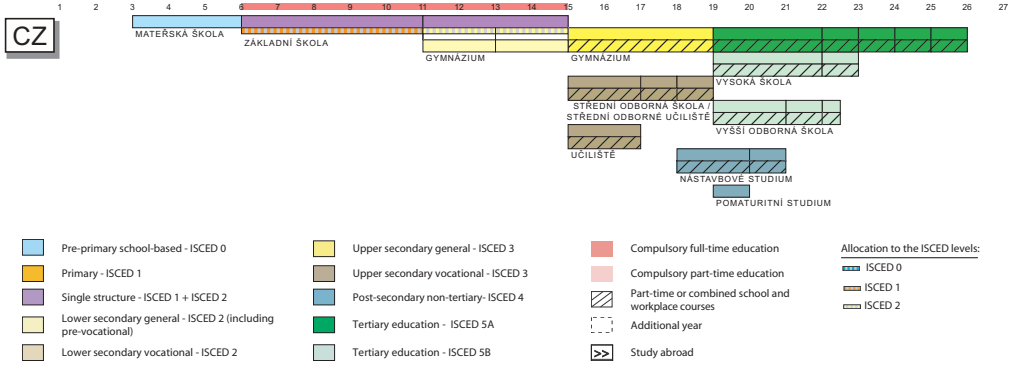


Czech Republic

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Ředitel/ka mateřské školy Ředitel/ka speciální školy	Kontrolní pracovník/nice Školní inspektor/ka Ústřední školní inspektor/ka Vrchní školní inspektor/ka	
Primary	(ISCED 1)	Ředitel/ka 1.-5. ročníku základní školy Ředitel/ka speciální školy Ředitel/ka základní školy	Kontrolní pracovník/nice Školní inspektor/ka Ústřední školní inspektor/ka Vrchní školní inspektor/ka	Výchovný/ná poradce/dkyně
Lower secondary	(ISCED 2)	Ředitel/ka speciální školy Ředitel/ka základní školy	Kontrolní pracovník/nice Školní inspektor/ka Ústřední školní inspektor/ka Vrchní školní inspektor/ka	Výchovný/ná poradce/dkyně
Upper secondary	(ISCED 3)	Ředitel/ka speciální školy Ředitel/ka střední školy	Kontrolní pracovník/nice Školní inspektor/ka Ústřední školní inspektor/ka Vrchní školní inspektor/ka	Výchovný/ná poradce/dkyně
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Děkan/ka Rektor/ka		

Note: In accordance with the ongoing reform of public administration (amendments to Law No. 564/1990), the district authority *(okresní úřad)* will act as the employer for schools which are not legal entities for some two years from 1 January 2001. Following this transitional period, the role of the *okresní úřad* will be taken over by the *krajský úřad* (regional authority).

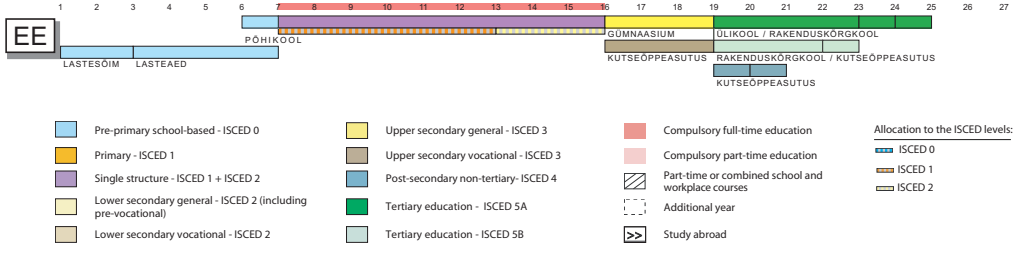
Structures of mainstream school and tertiary education, 2001/2002



Estonia

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Juhataja		
Primary	(ISCED 1)	Direktor Direktori asetäitja õppe-ja kasvatustöö alal (Õppealajuhataja)		Koolipsühholoog
Lower secondary	(ISCED 2)	Direktor Direktori asetäitja õppe-ja kasvatustöö alal (Õppealajuhataja)		Koolipsühholoog
Upper secondary	(ISCED 3)	Direktor Direktori asetäitja õppe-ja kasvatustöö alal (Õppealajuhataja)		Koolipsühholoog
Post-secondary	(ISCED 4)	Direktor Direktori asetäitja õppe-ja kasvatustöö alal (Õppealajuhataja)		
Tertiary	(ISCED 5 and 6)	Rektor		

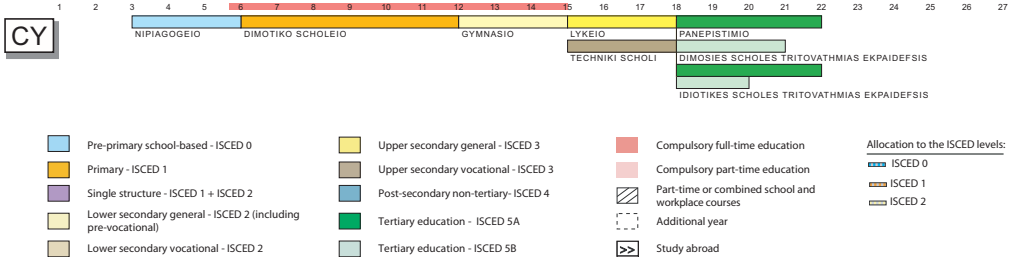
Structures of mainstream school and tertiary education, 2001/2002



Cyprus

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Diefthindís/dria (Διευθυντής/τρια) Voithos diefthindís/dria (Βοηθός διευθυντής/τρια)	Epitheoritis/tria (Επιθεωρητής/τρια) (Epitheoritis/tria genikon mathimaton - Επιθεωρητής/τρια γενικών μαθημάτων, Epitheoritis/tria idikon mathimaton - Επιθεωρητής/τρια ειδικών μαθημάτων)	
Primary	(ISCED 1)	Diefthindís/dria (Διευθυντής/τρια) Voithos diefthindís/dria (Βοηθός διευθυντής/τρια)	Epitheoritis/tria (Επιθεωρητής/τρια) (Epitheoritis/tria genikon mathimaton - Επιθεωρητής/τρια γενικών μαθημάτων, Epitheoritis/tria idikon mathimaton - Επιθεωρητής/τρια ειδικών μαθημάτων)	
Lower secondary	(ISCED 2)	Diefthindís/dria (Διευθυντής/τρια) (Gymnasiárchis (Γυμνασιάρχης)) Voithos Diefthindís/dria (Βοηθός Διευθυντής/τρια)	Epitheoritis/tria (Επιθεωρητής/τρια) (Epitheoritis/tria genikon mathimaton - Επιθεωρητής/τρια γενικών μαθημάτων, Epitheoritis/tria idikon mathimaton - Επιθεωρητής/τρια ειδικών μαθημάτων)	Kathigitis/tria symvouleftikis kai epangelmatikis agogis (Καθηγητής/τρια συμβουλευτικής και επαγγελματικής αγωγής)
Upper secondary	(ISCED 3)	Diefthindís/dria (Διευθυντής/τρια) (Lykiárchis (Λυκειάρχης)) Voithos Diefthintís/tria (Βοηθός Διευθυντής/τρια)	Epitheoritis/tria (Επιθεωρητής/τρια) (Epitheoritis/tria genikon mathimaton - Επιθεωρητής/τρια γενικών μαθημάτων, Epitheoritis/tria idikon mathimaton - Επιθεωρητής/τρια ειδικών μαθημάτων, Epitheoritis/tria idikotitas - Επιθεωρητής ειδικότητας)	Kathigitis/tria symvouleftikis kai epangelmatikis agogis (Καθηγητής/τρια συμβουλευτικής και επαγγελματικής αγωγής)
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Anaplirotis kosmitoras (Αναπληρωτής κοσμήτορας) Antiprýtanis (Αντιπρύτανης) Diefthindís/dria (Διευθυντής/τρια) Kosmitoras (Κοσμήτορας) Prýtanis (Πρύτανης)		Proistamenos/i spoudon kai fititikis merimnas (Προϊστάμενος/η σπουδών και φοιτητικής μέριμνας)

Structures of mainstream school and tertiary education, 2001/2002



Latvia

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Izglītības iestādes vadītājs/a (+) Izglītības iestādes direktors/e (+) (Skolas directors/e)	Valsts izglītības inspektors/e	Izglītības metodiķis/e Izglītības psihologs/ģe Sociālais pedagogs
Primary	(ISCED 1)	Izglītības iestādes direktors/e (+) (Izglītības iestādes vadītājs/a (+), Skolas directors/e) Izglītības iestādes direktora vietnieks/ce izglītības jomā (Izglītības iestādes vadītāja vietnieks/ce izglītības/ce jomā, Mācību daļas vadītājs/a, Mācību pārzinis/e) Izglītības iestādes izpilddirektors/e izglītības jomā	Valsts izglītības inspektors/e	Izglītības metodiķis/e Izglītības psihologs/ģe Sociālais pedagogs
Lower secondary	(ISCED 2)	Izglītības iestādes direktors/e (+) (Izglītības iestādes vadītājs/a (+), Skolas directors/e) Izglītības iestādes direktora vietnieks/ce izglītības jomā (Izglītības iestādes vadītāja vietnieks/ce izglītības/ce jomā, Mācību daļas vadītājs/a, Mācību pārzinis/e) Izglītības iestādes izpilddirektors/e izglītības jomā	Valsts izglītības inspektors/e	Izglītības metodiķis/e Izglītības psihologs/ģe Profesiju konsultants/e Sociālais pedagogs
Upper secondary	(ISCED 3)	Izglītības iestādes direktors/e (+) (Izglītības iestādes vadītājs/a (+), Skolas directors/e) Izglītības iestādes direktora vietnieks/ce izglītības jomā (Izglītības iestādes vadītāja vietnieks/ce izglītības/ce jomā, Mācību daļas vadītājs/a, Mācību pārzinis/e) Izglītības iestādes izpilddirektors/e izglītības jomā	Valsts izglītības inspektors/e	Izglītības metodiķis/e Izglītības psihologs/ģe Profesiju konsultants/e Sociālais pedagogs

Latvia (continued)

Post-secondary	(ISCED 4)	Izglītības iestādes direktors/e (+) (Izglītības iestādes vadītājs/a (+), Skolas directors/e) Izglītības iestādes direktora vietnieks/ce izglītības jomā (Izglītības iestādes vadītāja vietnieks/ce izglītības/ce jomā, Mācību daļas vadītājs/a, Mācību pārzinis/e) Izglītības iestādes izpilddirektors/e izglītības jomā	Valsts izglītības inspektors/e	Izglītības metodiķis/e Izglītības psihologs/ģe Profesiju konsultants/e Sociālais pedagogs
Tertiary	(ISCED 5 and 6)	Dekāns/e Institūta direktors/e Izglītības iestādes direktors/e (+)(Skolas directors/e, Izglītības iestādes vadītāja vietnieks/ce izglītības/ce jomā) Katedras vadītājs/a Nodaļas vadītājs/a Prodekāns/e Prorektors/e Rektors/e (Izglītības iestādes vadītājs/a (+))	Valsts izglītības inspektors/e	

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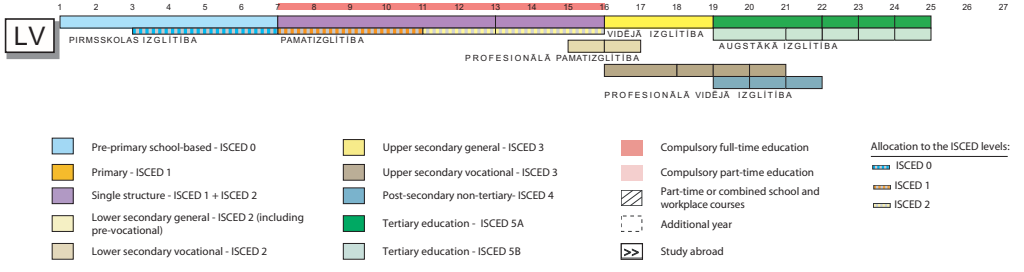
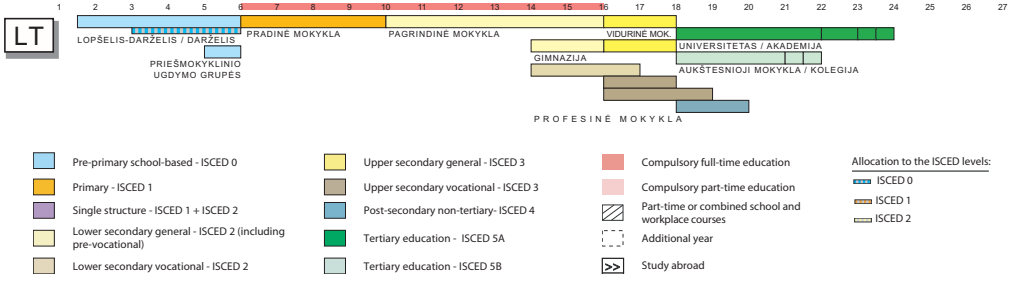


Lithuania

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė (Direktorius/orė) Specialiojo ugdymo įstaigos direktorius/orė (Direktorius/orė)	Inspektorius/orė Specialistas/istė	Psichologas/ogė Psichologas/ogė ekspertas/tė Psichologas/ogė metodininkas/kė Specialusis/ioji pedagogas/agogė Vyresnysis/nioji psichologas/ogė
Primary	(ISCED 1)	Bendrojo lavinimo mokyklos direktorius/orė (Direktorius/orė) Ikimokyklinio ir pradinio ugdymo įstaigos direktorius/orė (Direktorius/orė) Specialiojo ugdymo įstaigos direktorius/orė (Direktorius/orė)	Inspektorius/orė Specialistas/istė	Psichologas/ogė Psichologas/ogė ekspertas/tė Psichologas/ogė metodininkas/kė Specialusis/ioji pedagogas/agogė Vyresnysis/nioji psichologas/ogė
Lower secondary	(ISCED 2)	Bendrojo lavinimo mokyklos direktorius/orė (Direktorius/orė) Profesinės mokyklos direktorius/orė (Direktorius/orė) Specialiojo ugdymo įstaigos direktorius/orė (Direktorius/orė)	Inspektorius/orė Specialistas/istė	Psichologas/ogė Psichologas/ogė ekspertas/tė Psichologas/ogė metodininkas/kė Specialusis/ioji pedagogas/agogė Vyresnysis/nioji psichologas/ogė
Upper secondary	(ISCED 3)	Bendrojo lavinimo mokyklos direktorius/orė (Direktorius/orė) Profesinės mokyklos direktorius/orė (Direktorius/orė) Specialiojo ugdymo įstaigos direktorius/orė (Direktorius/orė)	Inspektorius/orė Specialistas/istė	Psichologas/ogė Psichologas/ogė ekspertas/tė Psichologas/ogė metodininkas/kė Specialusis/ioji pedagogas/agogė Vyresnysis/nioji psichologas/ogė
Post-secondary	(ISCED 4)	Profesinės mokyklos direktorius/orė (Direktorius/orė)	Inspektorius/orė Specialistas/istė	
Tertiary	(ISCED 5 and 6)	Aukštesniosios mokyklos direktorius/orė (Direktorius/orė) Kolegijos Direktorius/orė (Direktorius/orė) Rektorius/orė	Inspektorius/orė Specialistas/istė	

Structures of mainstream school and tertiary education, 2001/2002

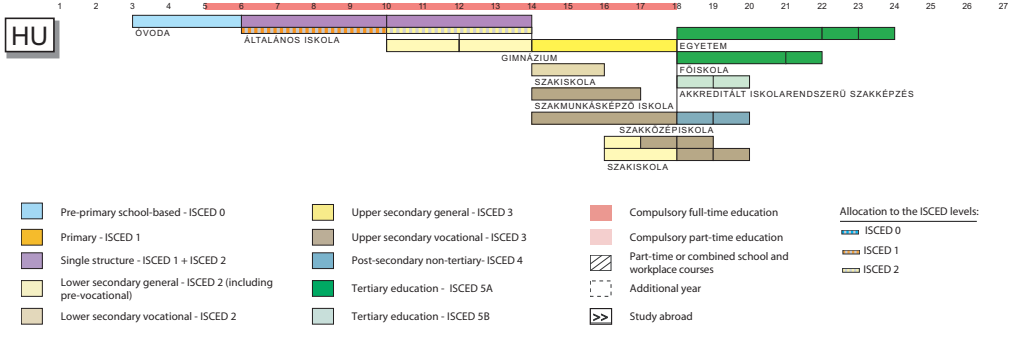


Hungary

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Óvodavezető		Gyakorlatvezető óvónő Óvoda-és iskolapszichológus
Primary	(ISCED 1)	Igazgató		Gyakorlatvezető tanító Óvoda-és iskolapszichológus
Lower secondary	(ISCED 2)	Igazgató		Óvoda-és iskolapszichológus Vezető tanár
Upper secondary	(ISCED 3)	Igazgató		Óvoda-és iskolapszichológus Vezető tanár
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Főigazgató Főiskolai rektor Rektor		

Note: All teachers share responsibility for vocational guidance *(Pályaorientációs tanár)*.

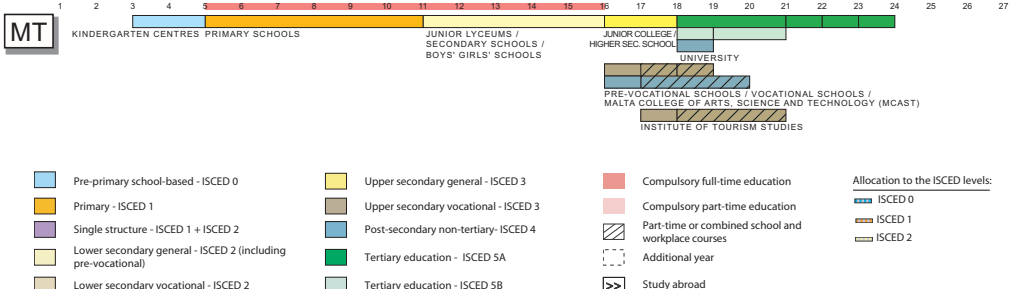
Structures of mainstream school and tertiary education, 2001/2002



Malta

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Assistant head of school Head of school		
Primary	(ISCED 1)	Assistant head of school Head of school Head of special schools Subject co-ordinator	Education officer	School counsellor
Lower secondary	(ISCED 2)	Assistant head of school Head of school Head of special schools Subject co-ordinator	Education officer	Guidance teacher School counsellor
Upper secondary	(ISCED 3)	Area co-ordinator Assistant head of school Head of school Principal Subject co-ordinator	Education officer	Guidance teacher School counsellor
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Dean (Head of faculty) Director of institute Pro-Rector Rector		

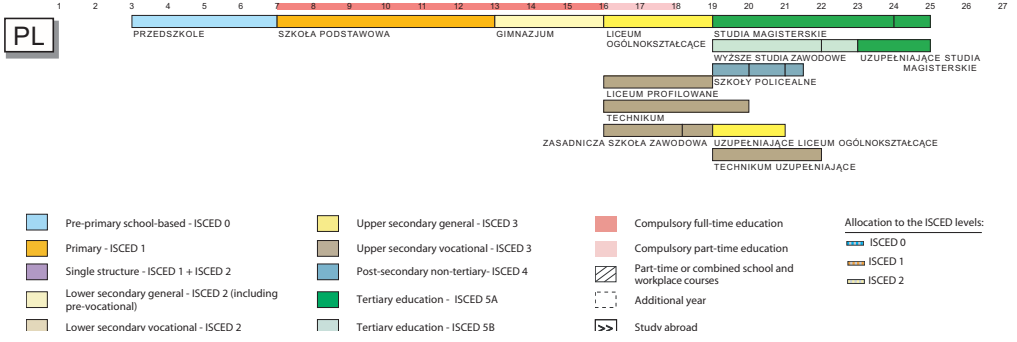
Structures of mainstream school and tertiary education, 2001/2002



Poland

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Dyrektor szkoły		Nauczyciel pedagog Nauczyciel psycholog Opiekun stażu
Primary	(ISCED 1)	Dyrektor szkoły	Kurator Wizytator	Nauczyciel doradca metodyczny Nauczyciel konsultant Nauczyciel pedagog Nauczyciel psycholog Opiekun stażu
Lower secondary	(ISCED 2)	Dyrektor szkoły	Kurator Wizytator	Nauczyciel doradca metodyczny Nauczyciel konsultant Nauczyciel pedagog Nauczyciel psycholog Opiekun stażu
Upper secondary	(ISCED 3)	Dyrektor szkoły Kierownik warsztatów szkolnych	Kurator Wizytator	Nauczyciel doradca metodyczny Nauczyciel konsultant Nauczyciel pedagog Nauczyciel psycholog Opiekun stażu
Post-secondary	(ISCED 4)	Dyrektor szkoły Kierownik warsztatów szkolnych	Kurator Wizytator	Nauczyciel doradca metodyczny Nauczyciel konsultant Opiekun stażu
Tertiary	(ISCED 5 and 6)	Dziekan Rektor		

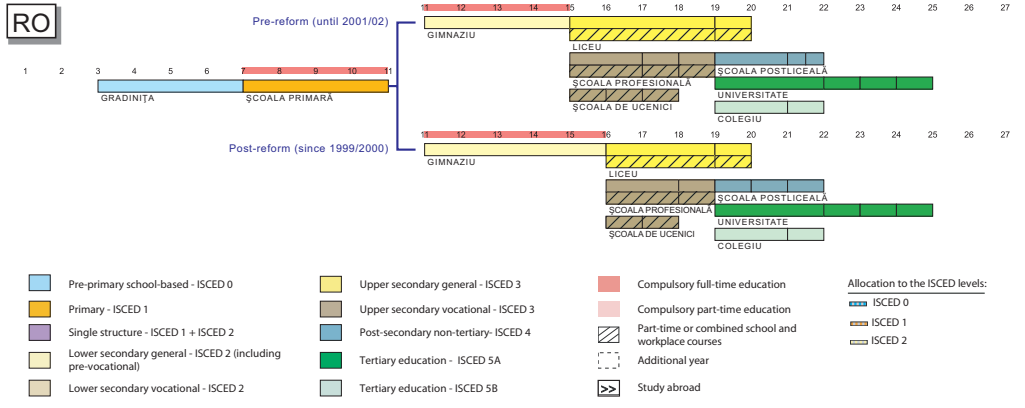
Structures of mainstream school and tertiary education, 2001/2002



Romania

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Director	Inspector general Inspector principal de specialitate Inspector şcolar Inspector şcolar de specialitate Inspector şcolar general	Profesor psihopedagog
Primary	(ISCED 1)	Director	Inspector general Inspector principal de specialitate Inspector şcolar Inspector şcolar de specialitate Inspector şcolar general	Profesor psihopedagog
Lower secondary	(ISCED 2)	Director	Inspector general Inspector principal de specialitate Inspector şcolar Inspector şcolar de specialitate Inspector şcolar general	Profesor psiholog şcolar Profesor psihopedagog
Upper secondary	(ISCED 3)	Director	Inspector general Inspector principal de specialitate Inspector şcolar Inspector şcolar de specialitate Inspector şcolar general	Profesor psiholog şcolar Profesor psihopedagog
Post-secondary	(ISCED 4)	Director	Inspector general Inspector principal de specialitate Inspector şcolar Inspector şcolar de specialitate Inspector şcolar general	Profesor psiholog şcolar Profesor psihopedagog
Tertiary	(ISCED 5 and 6)	Decan Director de colegiu universitar Director de departament Prodecan Prorector Rector		

Structures of mainstream school and tertiary education, 2001/2002

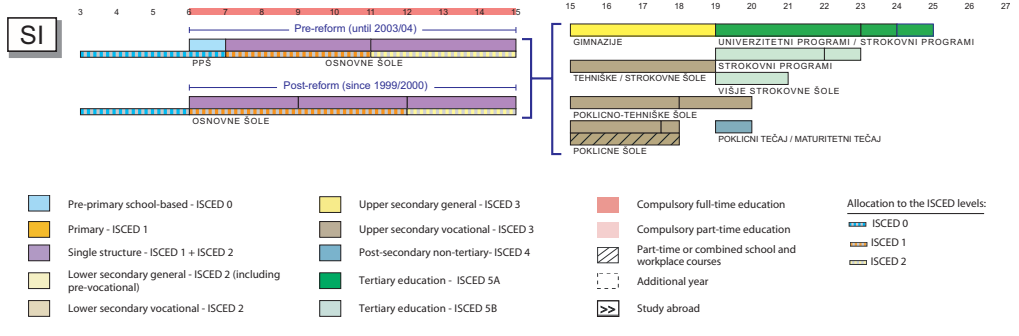


Slovenia

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Direktor/ica (+) Pomočnik/ica ravnatelja (+) Ravnatelj/ica (+) Vodja enote (podružnice)	Glavni/na inšpektor/ica za šolstvo in šport Inšpektor/ica za šolstvo (Šolski/ka inšpektor/ica)	Pedagoški/ka svetovalec/lka (+) Svetovalni/na delavec/vka (Šolski/ka svetovalni delavec/vka, Šolski/ka pedagog/inja, Šolski/ka psiholog/inja, Šolski/ka socialni/na delavec/vka, Specialni/na pedagog/inja)
Primary	(ISCED 1)	Direktor/ica (+) Pomočnik/ica ravnatelja (+) Ravnatelj/ica (+) Vodja enote (podružnice)	Glavni/na inšpektor/ica za šolstvo in šport Inšpektor/ica za šolstvo (Šolski/ka inšpektor/ica)	Pedagoški/ka svetovalec/lka (+) Svetovalni/na delavec/vka (Šolski/ka svetovalni delavec/vka, Šolski/ka psiholog/inja, Šolski/ka socialni/na delavec/vka, Specialni/na pedagog/inja)
Lower secondary	(ISCED 2)	Direktor/ica (+) Pomočnik/ica ravnatelja (+) Ravnatelj/ica (+) Vodja enote (podružnice)	Glavni/na inšpektor/ica za šolstvo in šport Inšpektor/ica za šolstvo (Šolski/ka inšpektor/ica)	Pedagoški/ka svetovalec/lka (+) Svetovalni/na delavec/vka (Šolski/ka svetovalni delavec/vka, Šolski/ka pedagog/inja, Šolski/ka psiholog/inja, Šolski/ka socialni/na delavec/vka, Specialni/na pedagog/inja)
Upper secondary	(ISCED 3)	Direktor/ica (+) Pomočnik/ica ravnatelja (+) Ravnatelj/ica (+)	Glavni/na inšpektor/ica za šolstvo in šport Inšpektor/ica za šolstvo (Šolski/ka inšpektor/ica)	Pedagoški/ka svetovalec/lka (+) Svetovalni/na delavec/vka (Šolski/ka svetovalni delavec/vka, Šolski/ka pedagog/inja, Šolski/ka psiholog/inja, Šolski/ka socialni/na delavec/vka, Specialni/na pedagog/inja)
Post-secondary	(ISCED 4)	Direktor/ica (+) Pomočnik/ica ravnatelja (+) Ravnatelj/ica (+)	Glavni/na inšpektor/ica za šolstvo in šport Inšpektor/ica za šolstvo (Šolski/ka inšpektor/ica)	Pedagoški/ka svetovalec/lka (+) Svetovalni/na delavec/vka (Šolski/ka svetovalni delavec/vka, Šolski/ka pedagog/inja, Šolski/ka psiholog/inja, Šolski/ka socialni/na delavec/vka,)
Tertiary	(ISCED 5 and 6)	Dekan/ica Direktor/ica (+) Pomočnik/ica ravnatelja (+) Predstojnik/nica (+) Prodekan/ica Prorektor/ica Ravnatelj/ica (+) Rektor/ica	Glavni/na inšpektor/ica za šolstvo in šport Inšpektor/ica za šolstvo (Šolski/ka inšpektor/ica)	Pedagoški/ka svetovalec/lka (+)

Slovenia (continued)

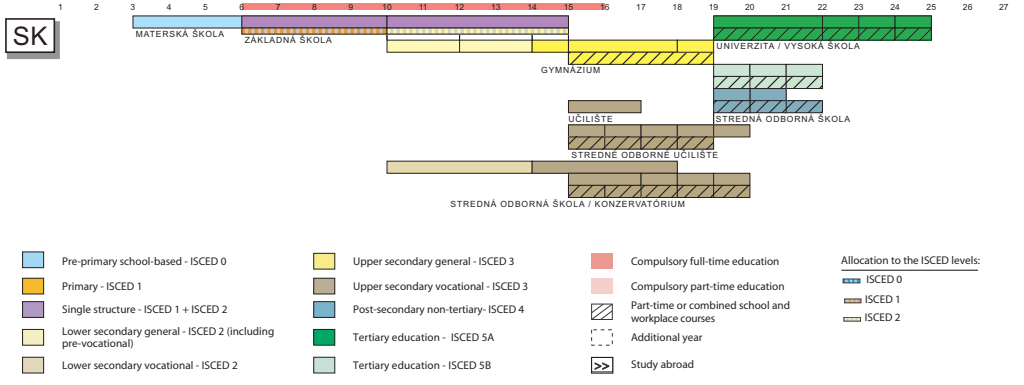
Structures of mainstream school and tertiary education, 2001/2002



Slovakia

		Management staff at institutions	Staff concerned with monitoring and evaluation	Advisory and support staff for pupils/students/teachers
Pre-primary	(ISCED 0)	Riaditeľ/ka materskej školy	Hlavný/ná školský/ká inšpektor/ka Školský/ká inšpektor/ka	
Primary	(ISCED 1)	Riaditel'/ka školy	Hlavný/ná školský/ká inšpektor/ka Školský/ká inšpektor/ka	Výchovný/ná poradca/dkyňa
Lower secondary	(ISCED 2)	Riaditel'/ka školy	Hlavný/ná školský/ká inšpektor/ka Školský/ká inšpektor/ka	Výchovný/ná poradca/dkyňa
Upper secondary	(ISCED 3)	Riaditel'/ka školy	Hlavný/ná školský/ká inšpektor/ka Školský/ká inšpektor/ka	Výchovný/ná poradca/dkyňa
Post-secondary	(ISCED 4)			
Tertiary	(ISCED 5 and 6)	Dekan/ka fakulty Rektor/ka vysokej školy Vedúci/a katedry		

Structures of mainstream school and tertiary education, 2001/2002



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Bundesrepublik Deutschland • Bund • Länder	 Joint responsibility Joint responsibility
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