

## Appendix 24

### Reference Writing Guidance.

These guidelines are intended to support the writing of personal references as per policy.

This note is intended to provide guidance about specific issues that might arise concerning providing references on current or previous Shell teachers or on teachers applying to work in Shell schools.

- In all cases, an important point to note is that good leadership practice is to be sure that what is written about a teacher is based on evidence and that references should reflect what has been said during the school's staff review procedures, or equivalent. In this way nothing that is written would come as a surprise to the teacher were they to see it.
- When someone who is working (or who used to work) at a Shell school applies for a post at another Shell school a reference will be sought from the current (or, if appropriate, previous) head teacher and/or head of stream.
- When someone who is working (or used to work) at a Shell school applies for a post outside Shell, Shell policy should be followed
- For head teachers applying for another post within Shell, references can be given by the HR-manager. When head teachers apply for a post outside Shell only positive or neutral references can be given when referring to personal qualities..
- When references are translated into more languages, the referee is responsible for ensuring that the information in all languages is the same, so that consistent information is given when referring to personal qualities.
- Sometimes a teacher – perhaps one the head has known in the past – will ask for a reference to support an application for a post at the head's current school. As the head would be involved in the decision-making process, providing a reference would be a conflict of interest. The logic of this is that the recommendation of a particular candidate can be seen to prejudice the head against the others.
- For the same reason, it isn't appropriate for anyone from the Shell Education Services Department, ImEd to provide a professional reference for anyone applying for a post at a Shell school.
- Whether anyone from the Shell Education Services Department, ImEd provides a reference for anyone working in (or who used to work in) a Shell school applying for a job elsewhere depends on the policies of their particular organisation. However any reference that is given should make it clear that the applicant wasn't actually employed by their organisation and is thus a personal character reference (same rules apply – views expressed are not Shell)