**Appendix 1**

**Model Job Descriptions**

#### Summary Job Description

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| **Job Title:**  **Head teacher** | **Reports to:**  **(Name & Title)** |
| **Job Holder:**  **(Name)** | **Date:** |

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| **1. Job Purpose:**  To contribute towards the fulfilment of the vision statement that ‘Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective’  Add something here about fulfilment of the school’s own mission statement. |
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| **Dimensions:**  *Identify: a) Annual budgets which you directly control or indirectly influence*  *b) Numbers of staff for whom you are directly accountable*  *c) Other key statistics relating to your job* |

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| **Organisation:**  *Draw an organisation chart that shows clearly your job, your immediate supervisor, his/her supervisor, colleagues who also report to your supervisor and your subordinates.* |
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| **Principal Accountabilities:**  *Summarise the principal results expected from your job.* |
| Leadership and Management  Curriculum  Teaching  Assessment  Partnership with parents and the community  Resources  Extra-curricular activities  Finance  Communication |

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| --- |
| **Key Challenges:**  *Specify the key challenges associated with the job.* |
| To enable children to achieve high standards of learning  To provide a high quality education in an international setting  To meet the educational needs of a diverse and multinational school population  To operate as part of a large multinational group of companies  Add location-specific challenges |
|  |
| **Job Knowledge, Skills & Experience**  *Specify the educational background, qualifications and experience which would typically be required to perform your job fully and effectively.* |
| Qualified teacher status with a degree as minimum expectation  Ten years experience as a qualified teacher  Continuing professional development, including management training  Proven skills in a school management position  Proven success in curriculum management  Sound knowledge of the English National Curriculum and or the Dutch Kerndoelen  Sound knowledge of the International Primary Curriculum  A leadership style which emphasises good communication and team work  A preparedness to live in and contribute to the community  Resourcefulness  A positive outlook  Adaptability  Excellent health  Empathy with other cultures |

NOTE: This summary job description is accompanied by a full job description which sets out the more specific responsibilities under each of the principal accountabilities.

**THE ROYAL DUTCH/SHELL GROUP OF COMPANIES**

#### OPERATING UNIT

**SCHOOL**

**JOB DESCRIPTION**

Date:

Division:

**Position:** Head teacher

**Reports to:**

##### PURPOSE

To contribute towards the fulfilment of the vision statement that ‘*Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective*’

Add something here about fulfilment of the school’s own mission statement.

###### NATURE AND SCOPE OF THE POSITION

In fulfilling the following responsibilities the head teacher will be bound by any policies adopted by the company and by the Education Services Department. S/he will delegate some of the responsibilities to staff employed to work at the school, in order to achieve greater efficiency and effectiveness.

In addition to the responsibilities described here, the head teacher will perform any other duties and provide any other services necessary for the proper operation of the school and which may be reasonably required by the company and the Education Services Department.

Organisational and Environmental Background

To be completed locally

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Leadership and Management

* To provide leadership to the teachers and others employed to work at the school, manage the quality of their work, and work with them to promote their professional development
* To prepare a set of policies and procedures for the efficient operation of the school and ensure that these are followed by all staff.
* To prepare an annual school improvement plan setting out specific targets, based on evidence, for the improvement of children’s learning and activities to achieve those targets.
* To be responsible for the day-to-day management and administration of the school.
* To keep appropriate and accurate records of school activities and make these records available to the HR Manager, the Education Services Department, Improve Education and Stichting NOB as required.

## **Curriculum**

* To devise curriculum policy documents, an overall curriculum plan and schemes of work for the implementation of a curriculum to meet the individual and collective learning needs of the children in the school.
* To ensure that the curriculum is properly implemented throughout the school.

## **Teaching**

## To be responsible for a class as required

## To provide cover in the absence of any other teacher.

* To take an after-school activity

## **Assessment**

* To devise and implement a system for the regular assessment of children’s attainment and progress.
* To use the assessment results to inform overall curriculum planning, termly and weekly plans as well as day-to-day teaching so that classroom practice meets the known needs of the children.
* To maintain accurate and proper pupil records.

## **Partnership with parents and the community**

* To establish good working relationships with parents of children at the school so that they are informed about the school’s curriculum and other activities, receive regular reports on their children’s attainment and progress in relation to expected standards, and are able to be involved in and support their own children’s education.
* To establish and maintain good working relationships with other schools and organisations.
* To represent and promote the interests of the school in the local community.

## **Resources**

* To take good care and make good use of all available school resources.
* To purchase any further resources from within the school’s budget allocation.

## **Extra-curricular activities**

* To organise and manage a programme of extra-curricular activities.

## **Finance**

* To keep sound and accurate financial records.
* To operate within an overall budget.
* To operate a system of petty cash for local expenditure.

## **Communication**

* To produce written reports as required to the HR Manager, Education Services Department, Improve Education concerning the school’s activities and curriculum and the attainment and progress of the children.
* To consult with the HR Manager (or equivalent), Education Services Department and Improve Education on all aspects of school strategy and any matter that could have significant impact on the relationships between the school, the parents and the local community.
* To provide the HR Manager (or equivalent), Education Services Department and Improve Education with copies of curriculum and other documents produced by the school.

Signed (Head teacher)………………………… (HR Manager)………………………….

Company Name/Division/School

#### Summary Job Description

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| --- | --- |
| **Job Title:**  **Deputy Head teacher** | **Reports to:**  **(Name & Title)** |
| **Job Holder:**  **(Name)** | **Date:** |

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| **1. Job Purpose:**  To support the head teacher in contributing towards the fulfilment of the vision statement that ‘*Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective’*  Add something here about fulfilment of the school’s own mission statement. |
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| **Dimensions:**  *Identify: a) Annual budgets which you directly control or indirectly influence*  *b) Numbers of staff for whom you are directly accountable*  *c) Other key statistics relating to your job* |
| 1. Annual budget 2. Staff: |
| c) Other |

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| **Organisation:**  *Draw an organisation chart that shows clearly your job, your immediate supervisor, his/her supervisor, colleagues who also report to your supervisor and your subordinates.* |
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| **Principal Accountabilities:**  *Summarise the principal results expected from your job.* |
| Leadership and Management  Curriculum  Teaching  Assessment  Partnership with parents and the community  Resources  Extra-curricular activities  Finance  Communication |

|  |
| --- |
| **Key Challenges:**  *Specify the key challenges associated with the job.* |
| To enable children to achieve high standards of learning  To provide a high quality education in an international setting  To meet the educational needs of a diverse and multinational school population  To operate as part of a large multinational group of companies  Add location-specific challenges |

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| --- |
|  |
| **Job Knowledge, Skills & Experience**  *Specify the educational background, qualifications and experience which would typically be required to perform your job fully and effectively.* |
| Qualified teacher status with a degree as minimum expectation  Eight years experience as a qualified teacher  Experience in a leadership role  Continuing professional development, including management training  Proven success in curriculum management  Sound knowledge of the English National Curriculum and or the Dutch Kerndoelen  Sound knowledge of the International Primary Curriculum  A leadership style which emphasises good communication and team work  A preparedness to live in and contribute to the community  Resourcefulness  A positive outlook  Adaptability  Excellent health  Empathy with other cultures |

NOTE: This summary job description is accompanied by a full job description which sets out the more specific responsibilities under each of the principal accountabilities.

THE ROYAL DUTCH/SHELL GROUP OF COMPANIES

#### *OPERATING UNIT*

SCHOOL

**JOB DESCRIPTION**

**Date:**

Division:

**Position:** Deputy head teacher

**Reports to:** Head teacher

##### PURPOSE

To support the head teacher in contributing towards the fulfilment of the vision statement that ‘*Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective*’

Add something here about fulfilment of the school’s own mission statement.

###### NATURE AND SCOPE OF THE POSITION

In fulfilling the following responsibilities the teacher will be bound by any policies produced by the head teacher, the operating unit and/or the Shell Education Services Department.

#### Teaching

* To teach a broad, balanced curriculum that is relevant to the needs of the children

#### Curriculum Planning

* To prepare forecasts of work – based, where appropriate on the school’s curriculum policy documents, overall curriculum plan and schemes of work – for submission to the head teacher.
* To contribute to the school’s general curriculum planning.

#### Assessment, recording and reporting

* To carry out a range of assessments of children’s attainment and progress.
* To use the results of these assessments for
  + feedback to children
  + contributing to further planning for individual, group and class work
  + contributing to whole-school planning and target setting
  + producing records for use in school
  + reporting to parents and other interested parties

#### Leadership and management

* To take a major part of the management and leadership of the school delegated by the head teacher.

EITHER

* To be responsible for the coordination of the Dutch (or English) language stream, including, for example:
  + Monitoring learning
  + Communicating with teachers
  + Leading meetings
  + Overseeing activities
  + Organising and/or providing professional development activities
  + Stream self-evaluation
  + Stream improvement planning

OR

* To be responsible for the coordination of the International Primary Curriculum throughout the school, including, for example
  + Monitoring learning
  + Communicating with teachers
  + Leading meetings
  + Overseeing activities
  + Leading curriculum planning
  + Organising and/or providing professional development activities

OR

* To be responsible for the coordination of the work of a particular section of the school (e.g. an IPC Milepost group) throughout the school, including, for example
  + Monitoring learning
  + Communicating with teachers
  + Leading meetings
  + Overseeing activities
  + Leading curriculum planning
  + Organising and/or providing professional development activities

OR

* As specified by the school
* To deputise for the head teacher in his or her absence – taking responsibility for all aspects of his or her work
* To understudy all aspects of the head teacher’s responsibilities
* To be a member of the school’s leadership team
* To take responsibility for the co-ordination of the teaching and learning of specific subjects across the school, as designated by the head teacher

#### Pastoral and other activities

* To promote the general progress and well-being of individual children and any group or class of teachers assigned to him/her.
* To provide guidance and advice to children on educational and other matters.
* To make records and reports on the personal and social needs of children.
* To communicate and consult with the parents of children in the school.
* To communicate and cooperate, as appropriate, with persons and bodies outside the school.
* To participate in meetings associated with the fulfilment of responsibilities.

#### Review and development

* To participate in reviews of the school’s performance and in the identification of targets and the drawing up of improvement plans resulting from such reviews.
* To participate in reviews of her own performance as a teacher.
* To participate in arrangements for further training and professional development as a teacher.

#### Resources

* To advise and cooperate with the head teacher and other colleagues concerning the acquisition, storage, maintenance and use of educational and other equipment.

#### Discipline, health and safety

* To maintain and promote good order and discipline among the children of the school.
* To safeguard and promote the health and safety of children both on the school premises and when they are taking part in school activities elsewhere.

Extracurricular activities

* To take part in the school’s extra-curricular activities including, when required, running at least one after-school activity a week and attending official school meetings and functions outside school hours.

#### Miscellaneous

* To take any other responsibilities as may be reasonably required by the head teacher, the operating unit and/or the education services department.

# *Tasks and Targets*

* This job description will normally be supplemented by a document setting out specific tasks and targets for the school year. This document will be drawn up by the head teacher in consultation with the deputy head teacher.

Signed (Deputy head teacher)………………………… (Head teacher)………………………….

Company Name/Division/School

#### Summary Job Description

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| **Job Title:**  **Senior teacher** | **Reports to:**  **(Name & Title)** |
| **Job Holder:**  **(Name)** | **Date:** |

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| **1. Job Purpose:**  To support the head teacher in contributing towards the fulfilment of the vision statement that ‘*Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective’*  Add something here about fulfilment of the school’s own mission statement |
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| **Dimensions:**  *Identify: a) Annual budgets which you directly control or indirectly influence*  *b) Numbers of staff for whom you are directly accountable*  *c) Other key statistics relating to your job* |
| 1. Annual budget 2. Staff: |
| c) Other |

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| **Organisation:**  *Draw an organisation chart that shows clearly your job, your immediate supervisor, his/her supervisor, colleagues who also report to your supervisor and your subordinates.* |
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| **Principal Accountabilities:**  *Summarise the principal results expected from your job.* |
| Teaching  Curriculum Planning  Assessment, recording and reporting  Leadership and management  Pastoral and other activities  Review and development  Resources  Discipline, health and safety  Extracurricular activities |

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| **Key Challenges:**  *Specify the key challenges associated with the job.* |
| To enable children to achieve high standards of learning  To provide a high quality education in an international setting  To meet the educational needs of a diverse and multinational school population  To operate as part of a large multinational group of companies  Add location-specific challenges |

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| **Job Knowledge, Skills & Experience**  *Specify the educational background, qualifications and experience which would typically be required to perform your job fully and effectively. Examples include:* |
| Qualified teacher status  Six years experience as a qualified teacher  Continuing professional development  Proven success in curriculum management  Sound knowledge of the English National Curriculum and/or the Dutch Kerndoelen  Sound knowledge of the International Primary Curriculum  A preparedness to live in and contribute to the community  Resourcefulness  A positive outlook  Adaptability  Excellent health  Empathy with other cultures |

NOTE: This summary job description is accompanied by a full job description which sets out the more specific responsibilities under each of the principal accountabilities.

**THE ROYAL DUTCH/SHELL GROUP OF COMPANIES**

#### *OPERATING UNIT*

SCHOOL

**JOB DESCRIPTION**

**Date:**

Division:

**Position:** Senior Teacher

**Reports to:** Head teacher

##### PURPOSE

To support the head teacher in contributing towards the fulfilment of the vision statement that ‘*Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective*’

Add something here about fulfilment of the school’s own mission statement.

###### NATURE AND SCOPE OF THE POSITION

In fulfilling the following responsibilities the teacher will be bound by any policies produced by the head teacher, the operating unit and/or the Shell Education Services Department.

#### Teaching

* To teach a broad, balanced curriculum that is relevant to the needs of the children.

#### Curriculum Planning

* To prepare forecasts of work – based, where appropriate on the school’s curriculum policy. documents, overall curriculum plan and schemes of work – for submission to the head teacher
* To contribute to the school’s general curriculum planning.

#### Assessment, recording and reporting

* To carry out a range of assessments of children’s attainment and progress.
* To use the results of these assessments for
  + Feedback to children.
  + Contributing to further planning for individual, group and class work.
  + Contributing to whole-school planning and target setting.
  + Producing records for use in school.
  + Reporting to parents and other interested parties.

#### Leadership and management

* To take a major part of the management and leadership of the school delegated by the head teacher.

EITHER

* To be responsible for the coordination of the Dutch (or English) language stream, including, for example
  + Monitoring learning
  + Communicating with teachers
  + Leading meetings
  + Overseeing activities
  + Organising and/or providing professional development activities
  + Stream self-evaluation
  + Stream improvement planning

OR

* To be responsible for the coordination of the International Primary Curriculum throughout the school, including, for example
  + Monitoring learning
  + Communicating with teachers
  + Leading meetings
  + Overseeing activities
  + Leading curriculum planning
  + Organising and/or providing professional development activities

OR

* To be responsible for the coordination of the work of a particular section of the school (e.g. an IPC Milepost group) throughout the school, including, for example
  + Monitoring learning
  + Communicating with teachers
  + Leading meetings
  + Overseeing activities
  + Leading curriculum planning
  + Organising and/or providing professional development activities

OR

* As specified by the school
* To be a member of the school’s leadership team
* To take responsibility for the co-ordination of the teaching and learning of specific subjects across the school, as designated by the head teacher

#### Pastoral and other activities

* To promote the general progress and well-being of individual children and any group or class of teachers assigned to him/her
* To provide guidance and advice to children on educational and other matters
* To make records and reports on the personal and social needs of children
* To communicate and consult with the parents of children in the school
* To communicate and cooperate, as appropriate, with persons and bodies outside the school
* To participate in meetings associated with the fulfilment of responsibilities

#### Review and development

* To participate in reviews of the school’s performance and in the identification of targets and the drawing up of improvement plans resulting from such reviews
* To participate in reviews of her own performance as a teacher
* To participate in arrangements for further training and professional development as a teacher

#### Resources

* To advise and cooperate with the head teacher and other colleagues concerning the acquisition, storage, maintenance and use of educational and other equipment

#### Discipline, health and safety

* To maintain and promote good order and discipline among the children of the school
* To safeguard and promote the health and safety of children both on the school premises and when they are taking part in school activities elsewhere

Extracurricular activities

* To take part in the school’s extra-curricular activities including, when required, running at least one after-school activity a week and attending official school meetings and functions outside school hours.

#### Miscellaneous

* To take any other responsibilities as may be reasonably required by the head teacher, the operating unit and/or the education services department.

# *Tasks and Targets*

* This job description will normally be supplemented by a document setting out specific tasks and targets for the school year. This document will be drawn up by the head teacher in consultation with the senior teacher.

Signed (Senior teacher)………………………… (Head teacher)………………………….

Company Name/Division/School

#### Summary Job Description

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| --- | --- |
| **Job Title:**  **teacher** | **Reports to:**  **(Name & Title)** |
| **Job Holder:**  **(Name)** | **Date:** |

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| **1. Job Purpose:**  To support the head teacher in contributing towards the fulfilment of the vision statement that ‘*Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective’*  Add something here about fulfilment of the school’s own mission statement |
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|  |
| **Dimensions:**  *Identify: a) Annual budgets which you directly control or indirectly influence*  *b) Numbers of staff for whom you are directly accountable*  *c) Other key statistics relating to your job* |
| 1. Annual budget 2. Staff: |
| c) Other |

|  |
| --- |
| **Organisation:**  *Draw an organisation chart that shows clearly your job, your immediate supervisor, his/her supervisor, colleagues who also report to your supervisor and your subordinates.* |
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| --- |
| **Principal Accountabilities:**  *Summarise the principal results expected from your job.* |
| Teaching  Curriculum Planning  Assessment, recording and reporting  Leadership and management  Pastoral and other activities  Review and development  Resources  Discipline, health and safety  Extracurricular activities |

|  |
| --- |
| **Key Challenges:**  *Specify the key challenges associated with the job.* |
| To enable children to achieve high standards of learning  To provide a high quality education in an international setting  To meet the educational needs of a diverse and multinational school population  To operate as part of a large multinational group of companies  Add location-specific challenges |

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| --- |
|  |
| **Job Knowledge, Skills & Experience**  *Specify the educational background, qualifications and experience which would typically be required to perform your job fully and effectively.* |
| Qualified teacher status  Four years experience as a qualified teacher  Continuing professional development  Proven success in curriculum management  Sound knowledge of the English National Curriculum and/or the Dutch Kerndoelen  Sound knowledge of the International Primary Curriculum  A preparedness to live in and contribute to the community  Resourcefulness  A positive outlook  Adaptability  Excellent health  Empathy with other cultures |

NOTE: This summary job description is accompanied by a full job description which sets out the more specific responsibilities under each of the principal accountabilities.

**THE ROYAL DUTCH/SHELL GROUP OF COMPANIES**

#### *OPERATING UNIT*

SCHOOL

**JOB DESCRIPTION**

**Date:**

Division:

**Position:** Teacher

**Reports to:** Head teacher

##### PURPOSE

Supporting the head teacher in contributing towards the fulfilment of the vision statement that ‘Shell schools will, through excellent teaching and organisation, maximise children’s learning in a way which enables them to achieve high social, personal and academic standards, enjoy learning, adapt to other education systems and develop both a national and an international perspective’

Add something here about fulfilment of the school’s own mission statement.

###### NATURE AND SCOPE OF THE POSITION

In fulfilling the following responsibilities the teacher will be bound by any policies produced by the head teacher, the operating unit and/or the Shell Education Services Department.

#### Teaching

To teach a broad, balanced curriculum that is relevant to the needs of the children

#### Curriculum Planning

* To prepare forecasts of work – based, where appropriate on the school’s curriculum policy documents, overall curriculum plan and schemes of work – for submission to the head teacher
* To contribute to the school’s general curriculum planning

#### Assessment, recording and reporting

* To carry out a range of assessments of children’s attainment and progress
* To use the results of these assessments for
  + feedback to children
  + contributing to further planning for individual, group and class work
  + contributing to whole-school planning and target setting
  + producing records for use in school
  + reporting to parents and other interested parties

#### Leadership and management

* To take part in those parts of the management and leadership of the school delegated by the head teacher
* To take responsibility for the co-ordination of the teaching and learning of specific subjects across the school, as designated by the head teacher

#### Pastoral and other activities

* To promote the general progress and well-being of individual children and any group or class of teachers assigned to him/her
* To provide guidance and advice to children on educational and other matters
* To make records and reports on the personal and social needs of children
* To communicate and consult with the parents of children in the school
* To communicate and cooperate, as appropriate, with persons and bodies outside the school
* To participate in meetings associated with the fulfilment of responsibilities

#### Review and development

* To participate in reviews of the school’s performance and in the identification of targets and the drawing up of improvement plans resulting from such reviews
* To participate in reviews of her own performance as a teacher
* To participate in arrangements for further training and professional development as a teacher

#### Resources

* To advise and cooperate with the head teacher and other colleagues concerning the acquisition, storage, maintenance and use of educational and other equipment

#### Discipline, health and safety

* To maintain and promote good order and discipline among the children of the school
* To safeguard and promote the health and safety of children both on the school premises and when they are taking part in school activities elsewhere

Extracurricular activities

* To take part in the school’s extra-curricular activities including, when required, running at least one after-school activity a week and attending official school meetings and functions outside school hours.

#### Miscellaneous

* To take any other responsibilities as may be reasonably required by the head teacher, the operating unit and/or the Shell education services department.

# *Tasks and Targets*

* This job description will normally be supplemented by a document setting out specific tasks and targets for the school year. This document will be drawn up by the head teacher in consultation with the teacher.

Signed (Teacher)………………………… (Head teacher)………………………….