



SEN Head of School Job Description

RESPONSIBLE TO: The Governing Body

INTRODUCTION:

This job description is based on the key areas identified in the National Standards for Headship published by the Department for Education and Skills (October 2004) in England.

The governing body acknowledges the importance of the role of the Head of School and will actively offer long term support, encouragement, affirmation and realistic challenge to the successful candidate.

The Head of School is accountable to the Governors for the standards achieved and the conduct, management and administration of the school, subject to any policies which the Education Bureau of Hong Kong SAR (EDB) and the Governors may make.

This job description forms part of the contract of employment of the person appointed to the post. It reflects the position at the present time only and may be reviewed in negotiation with the employee in the future. The appointment is subject to the current conditions of employment contract as they relate to Head of School.

The governing body is committed to safeguarding and promoting the welfare of children and young persons and the Head of School must ensure that the highest priority is given to following the guidance and regulations to safeguard children and young people. The successful candidate will be required to undergo and Enhanced Disclosure from the Criminal Records Bureau (CRB) and obtain any other statutorily required clearance.

THE CORE PURPOSE OF THE HEAD OF SCHOOL:

The core purpose of the Head of School is to provide professional leadership and management of our school. This will promote a secure foundation from which to achieve high standards in all areas of the school's work. To gain this success, the Head of School must establish high quality education by effectively developing teaching and learning and using personalised learning to realise the potential of all pupils. The Head of School must establish a culture that promotes excellence, equality and high expectations of all pupils.

The Head of School is the leading professional in the school. Accountable to the governing body, the Head of School provides vision, leadership and direction for the school and ensures it is managed and organised to meet the aims and targets. The Head of School working with others is responsible for evaluating the school's performance to identify the priorities for continuous improvement; raising standards; ensuring equality of opportunity for all; maintaining the Christian values and ethos of the school to encourage in pupils a sense of self-esteem, respect for others, kindness and self discipline; developing policies and practices; ensuring that resources are efficiently and effectively used to achieve the schools aims and objectives and for the day to day management, organisation and administration of the school.

The Head of School, working with and through others, secures the commitment of the wider community to the school by developing and maintaining effective partnerships with, for example, schools, other services and agencies for children, the EDB and higher education institutions and employers. Through such partnerships and other activities, Head of Schools play a key role in contributing to the development of the education system as a whole and collaborate with others to raise standards locally.

Drawing on the support provided by members of the school community, the Head of School is responsible for creating a productive learning environment which is engaging and fulfilling for all pupils.

In order to be successful the Head of School will:

- Provide vision, leadership and direction working with the governing body and others
- Promote a successful learning culture raising the quality of learning and teaching and celebrating pupil achievement
- Develop a successful learning community through effective relationships and communications
- Provide effective organisation and management of the school seeking improved organisational structures and functions based on rigorous self evaluation
- Demonstrate accountability for the school, its environment and all its work to the governing body and the wider community, including the Local Authority
- Engage successfully with the internal and external community to secure equity and entitlement
- Committed to safeguarding & promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

IMPROVING THE LIFE CHANCES OF CHILDREN AND YOUNG PEOPLE

Working with the governing body to develop a staff who have the necessary skills and knowledge to promote equality, respect diversity and challenge stereotypes to promote the rights of children and young people. Also to recognise the role parents, carers and families play in helping children and young people succeed and thrive through being healthy; staying safe; enjoying and achieving; making a positive contribution and achieving economic well-being.

The Head of School will ensure that staff:

1. Listen, question and respond to what is being communicated by children, young people and those caring for them
2. Demonstrate knowledge of the physical, intellectual, linguistic, social and emotional growth and development of babies, children and young people
3. Recognise when a child or young person may not be achieving their developmental potential or their health may be impaired and be able to identify sources of help for them and their families
4. Understand the impact on a young person of transitions they may be going through
5. Work successfully on a multi-agency basis and to be clear about the role of the Head of School and the roles of other professionals
6. Adopt the right approach to information sharing by following the correct procedures and by ensuring that the child or young person, parent or carer understands the process

SHAPING THE FUTURE

The strategic direction and development of the school stem from the educational mission of the School. The Head of School will ensure that his/her leadership demonstrates commitment to promoting and developing the school's Catholic identity through the search for excellence in all area of this work.

Critical to the role of leadership is working with the governing body and others to create a shared vision and strategic plan which inspires and motivates pupils, staff and all other members of the school community. This vision should express core educational values and moral purpose and be inclusive of stakeholders' values and beliefs.

The Head of School will:

1. Ensure the vision for the school is clearly articulated, shared, understood and acted upon effectively by all
2. Work within the school community to translate the vision into agreed objectives and operational plans which will promote and sustain school improvement
3. Demonstrate the vision and values in everyday work and practice
4. Motivate and work with others to create a shared culture and positive climate
5. Encourage creativity, innovation and the use of appropriate new technologies to achieve excellence
6. Ensure that strategic planning takes account of the diversity, values and experience of the school and community at large

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7. Formulate overall aims and objectives for the school and policies for their implementation
 8. To create an ethos and provide educational vision and direction which secures effective teaching, successful learning and achievement by pupils and sustained improvement in their spiritual, moral, cultural, mental and physical development and prepare them for the opportunities, responsibilities and experiences of adult life
 9. Secure the commitment of parents and the wider community to the vision and direction of the school to create and implement a strategic plan, underpinned by sound financial planning, which identifies priorities and targets for ensuring that pupils achieve high standards and make progress, increasing teachers' effectiveness and securing school improvement
 10. To ensure that all those involved in the school are committed to its aims, motivated to achieve them and involved in meeting long, medium and short term objectives and targets which secure the educational success of the school
 11. To ensure that the management, finance, organisation and administration of the school support its vision and aims;
 12. To ensure that policies and practices take account of national, local and school data and inspection research findings
 13. To monitor, evaluate and review the effects of policies, priorities and targets of the school in practice and take action if necessary

LEADING TEACHING AND LEARNING

The Head of School has a central responsibility for raising the quality of teaching and learning and for pupils' achievement. This implies setting high expectations and monitoring and evaluating the effectiveness of learning outcomes. A successful learning culture will enable pupils to become effective, enthusiastic, independent learners, committed to life-long learning.

The Head of School will:

1. Demonstrate personal enthusiasm for, and commitment to, the learning process
2. Demonstrate the principles and practice of effective teaching and learning
3. Ensure that all pupils receive a good quality education through a programme designed to promote a stimulating style of learning in a safe & healthy school environment
4. Ensure a consistent and continuous school-wide focus on pupils' achievement, using data and benchmarks to monitor progress in every child's learning
5. Ensure that learning is at the centre of strategic planning and resource management

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6. Ensure quality provision for pupils' spiritual, moral, social and cultural education
 7. Establish creative, responsive and effective approaches to learning and teaching
 8. Build a culture and ethos of challenge and support where all pupils can achieve success and become engaged in their own learning
 9. Be able to demonstrate and articulate high expectations and set stretching targets for the whole school
 10. Be able to implement strategies which secure high standards of behaviour and attendance
 11. Be able to determine, organise and implement a diverse, flexible curriculum and implement an effective assessment framework.
 12. Be able take a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of pupils
 13. Monitor evaluate and review classroom practice and promote improvement strategies to ensure that underperformance is challenged at all levels and ensure effective corrective action and follow up is undertaken

DEVELOPING SELF AND WORKING WITH OTHERS

The role of a Head of School is one of leadership of a learning community rooted in faith. The Head of School's work with staff should demonstrate an awareness of their unique contribution as individuals, valued and loved by God.

Effective Head of Schools manage themselves and their relationships well. Headship is about building a professional learning community which enables others to achieve. Through performance management and effective continuing professional development practice, the Head of School supports all staff to achieve high standards. To equip themselves with the capacity to deal with the complexity of the role and the range of leadership skills and actions required of them, Head of Schools should be committed to their own continuing professional development.

The Head of School will:

1. Treat people fairly, equitably and with dignity and respect to create and maintain a positive school culture consistent with the Christian ethos of the school and its mission
2. Build a collaborative learning culture within the school and actively engage with other schools to build effective learning communities

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3. Plan, allocate, support and evaluate work undertaken by groups, teams and individuals, ensuring clear delegation of tasks and devolution of responsibilities in a manner consistent with their conditions of service, ensuring a reasonable balance for teacher and other members of staff, in work carried out in school and work carried out elsewhere
 4. Develop and maintain effective strategies and procedures for staff induction, professional development and performance review in the context of the school
 5. Acknowledge the responsibilities and celebrate the achievements of individuals and teams.
 6. Implement and sustain effective systems for the management of staff performance, incorporating appraisal and targets for teachers, including targets relating to pupils' achievement
 7. Develop and maintain a culture of high expectations for self and for others and take appropriate action when performance is unsatisfactory.
 8. Review regularly own practice, set personal targets and take responsibility for own personal development.
 9. Manage own workload and that of others to allow an appropriate work life balance
 10. Ensure that trainees and newly qualified teachers are appropriately trained, monitored, supported and assessed in relation to the standards for induction
 11. Maximise the contribution of staff to improve the quality of education provided and standards achieved and ensure that constructive working relationships are formed between staff and pupils

MANAGING THE ORGANISATION

All deployment of staff, finance, material resources, time and energy should promote the common good of the community in accordance with the school's Mission Statement.

The Head of School needs to provide effective organization and management of the school and seek ways of improving organizational structures and functions based on rigorous self-evaluation. The Head of School should ensure that the school and the people and resources within it are organized and managed to provide an efficient, effective and safe learning environment. These management responsibilities imply the re-examination of the roles and responsibilities of those adults working in the school to build capacity across the workforce and ensure resources are deployed to achieve value for money. The Head of School should also seek to build successful organisations through effective collaborations with others.

The Head of School will:

1. Create an organizational structure which reflects the school's Catholic values, and enables the management systems, structures and processes to work effectively and legally
2. Manage the school's financial and human resources effectively and efficiently to achieve the school's educational goals and priorities
3. Recruit and retain staff of the highest quality available
4. Deploy and develop all staff effectively in order to maximise the quality of education provided and to achieve the vision and goals of the school
5. Implement successful performance management processes with all staff
6. Challenge inappropriate staff behaviour and deal effectively with staffing issues, including those relating to conduct, competence and attendance
7. Advise governors on appropriate priorities for expenditure, allocation of funds and to ensure effective administration and financial control
8. Manage and organise the school environment efficiently and effectively to ensure that it reflects the distinctive characteristics of Anfield education and meets the needs of the curriculum and health and safety regulations
9. Make arrangements, if so required, for the security and effective supervision of the school buildings, contents and grounds, ensuring that any lack of maintenance is reported and dealt with
10. Produce and implement clear, evidence based improvement plans and policies for the development of school and its facilities
11. Undertake responsibilities as defined in the Health Department and Safety Policy and/or such Health and Safety Policy as the governing body may have determined
12. Ensure that appropriate risk assessments are undertaken before sanctioning participation in any potentially hazardous activity
13. Manage, monitor and review the range, quality, quantity and use of all available resources in order to improve the quality of education, improve pupils' achievements, ensure efficiency and secure value for money
14. Use and integrate a range of technologies effectively and efficiently to manage the school

SECURING ACCOUNTABILITY

The Head of School is accountable for the efficiency and effectiveness of the school to a wide range of groups, particularly pupils, parents, carers, governors and the EDB. The Head of School is accountable for ensuring that pupils enjoy and benefit from a high quality education, for promoting collective responsibility within the whole school community and for contributing to the education service more widely. The Head of School is legally and contractually accountable to the governing body for the school, its environment, the fulfilment of its Catholic mission and all its work.

The Head of School will:

1. Report to the Governing Body on the current status and progress towards fulfilling the Head of School's duties, responsibilities and the affairs of the school
2. Develop a school ethos which enables everyone to work collaboratively, share knowledge and understanding, celebrate success and accept responsibility for outcomes.
3. Ensure individual staff accountabilities are clearly defined, understood and agreed and are subject to rigorous review and evaluation.
4. Provide information, objective advice and support to the Governing Body to enable it to meet its responsibilities for securing effective teaching and learning and improved standards of achievement and for achieving efficiency and value for money
5. Develop and present a coherent, understandable and accurate account of the school's performance in a form appropriate to a range of audiences, including parents, governors, the EDB, the local community and others, to enable them to play their part effectively
6. Ensure that parents and pupils are well-informed about the curriculum, attainment and progress and about the contribution that they can make to achieving the school's targets for improvement
7. Report to the governors annually on the performance management of teachers at the school in relation to the employment contract
8. Provide information about the work and performance of staff where it is relevant to their future employment
9. Apply the principles and practice of school self evaluation and review
10. Use a range of qualitative and quantitative data to identify the strengths and weaknesses of the school
11. Monitor and evaluate the performance of the school and its achievements as a Catholic school
12. Reflect on personal contribution to school achievements and take account of feedback from others.

STRENGTHENING COMMUNITY

The Head of School is responsible for the mission of the school to the local community and beyond. He/she will collaborate with the wider educational community for the benefit of the school's community and others. He/she will demonstrate a belief that community and school are interdependent and that engagement with the community promotes school development.

The Head of School should commit to engaging with the internal and external school community to secure equity and entitlement. The Head of School should work collaboratively at both strategic and operational levels with parents and carers and across multiple agencies for the well-being of all children. The Head of School shares responsibility for leadership to the wider educational system and should be aware that school improvement and community development are interdependent.

The Head of School will:

1. Build a school culture and curriculum which takes account of the richness and diversity of the school's communities
2. Creates and promote positive strategies for challenging racial and other prejudice and dealing with racial harassment
3. Ensure learning experiences for pupils are linked into and integrated with the wider community and promote commitment to serving the common good
4. Ensure a range of community-based learning experiences
5. Collaborate with other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of pupils and their families
6. Create and maintain an effective partnership with parents and carers as the prime educators to support and improve pupils' achievement and personal development.
7. Seek opportunities to invite parents and cares, community figures, businesses or other organizations into the school to enhance and enrich the school and its value to the wider community
8. Contribute to the development of the education system by, for example, sharing effective practice, working in partnership with other schools and promoting innovative initiatives
9. Co-operate and work with relevant agencies to protect children
10. Ensure that the school promotes effective links with the local community and continues the development of close liaison with other international primary and secondary schools
11. Ensure that the school offers appropriate extended services