

## Leadership Posting

### Lower School Principal International School of Havana *Havana, Cuba*

Application Deadline: September 30, 2019  
Start Date: August 2020

## LOWER SCHOOL PRINCIPAL

### SCOPE OF RESPONSIBILITIES

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*The Lower School Principal is responsible for the ensuring that the Lower School of The International School of Havana is managed in such a way as to ensure maximum learning and development of students. This includes both strategic and tactical planning, management and motivation of staff, and ultimate responsibility for student wellbeing. The Lower School Principal is a member of the Learning and Development Team and a major budget holder.*

**REPORTS TO:** The Director.

**SUPERVISES:** Lower School, Teachers, Learning Assistants, Lower School Librarian other Whole School Teaching Staff as appropriate.

### PERFORMANCE RESPONSIBILITIES

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**To develop and implement strategic and tactical plans which will ensure maximum learning and development of students. Including, but not limited to:**

- As a member of the Learning and Development Team, playing an active role in the goal setting and strategic planning of the whole school.
- Working together with the Director and with staff of the Lower School to develop goals and strategic plans for the Lower School.
- Ensuring that the day-to-day activities of the school are planned and organised effectively, so that maximum learning and development of students takes place; including:
  - The planning and scheduling of classes and timetables (students & teachers);
  - The planning and organising of co-curricular activities and trips;
  - The planning and organising of assemblies and special events and
- Leading the Lower School in the development and understanding of instructional strategies which will maximise learning & development.
- Liaising with the Dean of Teaching and Learning & Admissions and other relevant individuals to ensure that an effective curriculum is designed and delivered.
- Ensuring co-ordination between the requirements of the curriculum and the instructional strategies employed.

**To establish and implement systems, policies and procedures which will ensure that the potential of each individual student is recognised and realised. Including, but not limited to:**

- Working together with the Student Support Services Team to facilitate an inspirational yet realistic view of each student's potential; both academically and in terms of life skills development.
- Ensuring that goals are set with each individual student.
- Ensuring that systems are in place to evaluate current levels of achievement for each student, including:
  - Internal evaluations;
  - External testing; and
  - Parental consultations.
- Ensuring that appropriate and timely action is taken if individual students fall below or exceed expected targets.
- Analysing student performance data as a whole and taking decisive action (for instance by coaching staff) if groups of students are falling short against expected targets.
- Ensuring that effective partnerships are established and maintained between parents and the school; for instance, ensuring that developmental goals are agreed and then re-enforced at both home and school.
- Ensuring that students are provided with a safe, secure and well disciplined social and emotional environment.

**To co-ordinate the collection and utilisation of student performance data in order to ensure ever-increasing student performance against international benchmarks:**

- Co-ordinating the collection and analysis of performance data: external test data, student learning reports, and other relevant data; review assessment strategies if required.
- Using conclusions to continuously improve quality of instructional strategies; and cooperating with Dean of Teaching and Learning to ensure improvement of curriculum design.
- Co-ordinating the production of Lower School bi-annual reports and other progress reports; sending reports to parents and responding to any queries.
- Organising conferences with students and parents.
- Coaching teachers on appraising student performance.
- Coaching teachers to make adjustments in order to maximise student performance.

**To enhance the performance and wellbeing of students by ensuring a supportive and disciplined social environment in the Lower School. Including, but not limited to:**

- Ensuring that the school's discipline policy, and any relevant health and safety policies, are circulated to staff, students and parents in the Lower School; producing appropriate 'reminder' materials.

- Supporting the pastoral care of students and ensuring effective discipline strategies and procedures are maintained.
- Ensuring the Life Architecture Labs Program (social emotional learning) is meeting its goals and having a positive impact on student learning and growth.
- In collaboration with the Coordinator of Student Support Services, coaching and advising teachers on how to deal with disciplinary issues.
- Informing the Coordinator of Student Support Services of any themes of issues that become apparent, and collaborating over the design and delivery of interventions.
- Co-ordinating the orientation of new students and their families.

**To liaise with the Athletics and Activities Coordinator to develop a programme of co-curricular activities that reinforces the academic curriculum and provides students with additional opportunities for fun, learning and development. Including, but not limited to:**

- Liaising with the Dean of Teaching and Learning and other relevant staff to understand how co-curricular activities can support and enhance the curriculum, equip students with valuable life skills, and provide opportunities for social interaction, skill development and fun.
- Working participatively with the Athletics and Activities Coordinator and Teachers to develop a strategic vision and practical plans & schedule for the programme of extra curricular activities.
- Organising the rota for daily and after school supervision.
- Evaluating and approving field trip requests.
- Ensuring that accurate records are kept of the attendance of students in co-curricular activities.

*Note that 'co-curricular activities' includes after-school clubs which are organised by the Athletics and Activities Co-ordinator and also any other activities and field trips that go beyond routine classroom instruction.*

**To lead the Lower School Team, in a manner that empowers them to work according to excellent teaching standards. Including, but not limited to:**

- Communicating to the team a clear and exciting vision for the work of ISH and the Lower School in particular.
- Ensuring that each member of the team fully understands the outcomes and standards that are expected of them and that they are aware of any other success criteria which pertain to their work.
- Ensuring that each member of the team is in active dialogue with students and their parents, proactively gathering feedback and making plans for improvement.
- Ensuring that staff workloads are allocated in a way that will meet the needs of students in the most effective manner possible; ensuring that staff are given appropriate workloads and are working efficiently but without undue stress.

- Developing and operating systems and procedures which will ensure high standards of quality, safety and legal compliance where this is necessary.
- Supporting staff in order to enable them to give of their best e.g. by encouraging and praising good performance, coaching, assisting staff to prevent or resolve (personal) problems.
- Liaising with the Dean of Teaching and Learning to ensure that staff are adequately trained and developed for their roles e.g. by giving attention to Continuing Professional Growth, analysing staff training needs, personally delivering professional training, coordinating the sharing of experience, agreeing on a training schedule and making provision for coverage.
- Monitoring and reviewing progress and, in particular, holding staff accountable for meeting the teaching standards of excellence and delivering any improvement goals which have been identified; ensuring that necessary policy and procedures are adhered to; taking decisive disciplinary action in the case of persistent non-compliance.
- Holding the various team leaders accountable for acting towards their own staff in an empowering and facilitative fashion.

**To ensure that the Lower School is equipped with sufficient high quality resources to maximise the learning and development of students. Including, but not limited to:**

- Planning ahead to ensure that suitably qualified and competent staff are in place and fully oriented; with a personal involvement in recruitment and training whenever appropriate.
- Ensuring that the physical environment of the Lower School is conducive to student learning and development; e.g. by ensuring attractive decoration of classrooms, liaising with the Director and with staff to support the development of facilities, liaising with the Services and Business Departments to ensure that maintenance needs are quickly dealt with etc.
- Ensuring the health and safety of facilities:
  - Taking personal initiative to spot any safety or security hazards and ensure that corrective action is taken;
  - Ensuring that the Health & Safety policy is articulated;
  - Ensuring that safe behaviour is followed at all times;
  - Walking the facility with the Services Manager and head of maintenance to ensure a safe environment;
  - Ensuring appropriate positioning of first aid supplies;
  - Ensuring incidents are documented; and
  - Ensuring that staff are trained and receive refresher training regularly;
- Liaising with the Finance and Business Managers to ensure that staff and students are provided with the physical resources (e.g. teaching resources, books, other equipment) necessary to support each program of instruction.
- Ensuring that staff, students and parents are provided with all the information which they need in a timely and efficient fashion (for instance by producing publications, keeping notice boards up to date and holding appropriate meetings).

- Working together with the Finance and Business Managers to develop and then manage the budget for the Lower School.

**To liaise with and support the Dean of Teaching and Learning to ensure that academic support activities are carried out fully and well. Including, but not limited to:**

- Taking part in curriculum development activities as requested by the Dean of Teaching and Learning .
- Participating in self study and authorisation activities as requested by the Dean of Studies & Admissions; taking responsibility for making corrective actions if required.
- Ensuring that external tests are administered according to the criteria laid down by the adjudicating body and that assignments are completed on schedule; co-operating with the Dean of Teaching and Learning to coordinate and resource all external assessments.
- Being pro-actively involved in the marketing and admissions activities of the school in full co-operation with the Learning and Development Team and other relevant personnel.
- Coordinating the orientation of new students and their families.

**To represent the International School of Havana to the outside world. Including but not limited to:**

- Keeping parents fully informed of all aspects of school life including producing an annual student parent handbook and making regular contributions to The Weekly and other school communication platforms.
- Taking initiative to ‘sell’ the school to existing and potential parents and members of the wider local and international communities.
- Diplomatically standing up for the school in instances of criticism (and bringing any learning back to the school so that swift corrective action can be taken if needs be).
- At all times behaving according to the highest standards of professionalism.

**Carrying out other duties as requested by the Director**

## ACCOUNTABILITY

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The Lower School Principal is responsible to the Director for performance. Compliance of teaching staff with ISH teaching standards, achievement of academic and life-skill targets by students, levels of motivation and performance improvements of staff, quality of the physical environment and feedback from parents and students are the main means of assessing performance.

The job holder is also expected to comply with the policies and procedures of the International School of Havana. The following procedures are particularly important for this role:

- Admissions
- Teaching
- Discipline & Social Environment
- Field Trips, Sporting Fixtures & Off Campus Activities
- Evaluation of Student Performance
- Individual Student Support
- Departing Students
- Strategic & Operational Planning
- Management of Staff
- Scheduling Staff, Students & Classes
- Recruitment
- Staff Training & Development
- Ensuring Excellent Teaching Standards
- Liaising with Parents
- Student Administration
- Staff & HR Administration
- Health & Safety
- Child Protection
- Marketing and Communications

## **RECRUITMENT CRITERIA**

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### **Education and Aptitude:**

- Degree in relevant discipline (Masters or Doctorate preferred).
- International Primary Curriculum Programme Training (preferred).

### **Job related experience and knowledge:**

- Successful track record as a teacher in international or independent schools.
- Previous experience as a team leader or manager (Principal or Assistant Principal preferred).
- Extensive knowledge and profound expertise in best practice of curriculum, instruction and assessment.
- Expertise in coaching & mentoring staff; with delivery of professional development preferred.

### **Time required in job to reach effective performance:**

- Probation period – 1 year.
- Time to reach full effectiveness – 4 years.



## COMPETENCIES

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### Essential Character:

- Personal integrity
- Emotional resourcefulness
- Strategic thinking
- Logical / forward thinking
- Verbal / Abstract reasoning
- Assertiveness
- Proactivity
- Results orientation
- Concern for standards
- Understanding others
- Flexibility towards others
- Team management orientation
- Development orientation
- Effective communication

### Essential Skills:

- Coaching
- Systems thinking
- Communication
- Financial management
- Influencing
- Information technology
- Leadership
- Managing classroom / student environment
- Managing learning
- Planning and organising work
- Planning and preparing instruction
- Presentation
- Problem solving & decision making
- Recruitment
- Relationship building
- Supporting individual students

### Preferred competencies:

- Leadership orientation
- Efficiency orientation
- First aid

## Leadership Posting

### Instructions

It is strongly recommended anyone interested in learning more about the Lower School Principal let Michael Lees know as soon as possible. Note, however, that the school is not able to hire Americans. Please send letters of interest, contact information for at least three professional referees, and CV's to [director@ish.co.cu](mailto:director@ish.co.cu).