

## Middle Management Roles (2019-2021)

Version 2 (8 May 2019)

### 1 Introduction and how to apply

The middle management is an important part of the academic and social leadership and management at IST. All staff are encouraged to consider applying for these positions. Application, or interest in continuing a role, should be done through a short letter highlighting skills applicable to the post. Given the level of responsibility required, it is recommended that individuals have one role assigned to them. Middle management selection will be done through a short interview with the principal and any relevant LT members, and final decisions will use the agreed internal position practice (see **Staff Handbook 2018-2019** revision 2: section 4.6 page 15). Middle management roles are announced in mid-late March and advertised internally for 2 weeks. The structure and process will be reviewed by the LT each year.

### 2 Different levels for positions

These middle management roles are in **3 tiers** or levels to reflect status and remuneration with category A being the most important regarding specific IB or Norwegian requirements. B roles have a more ongoing and specific annual programme of work. All these roles open are this next year and will begin in August 2019. All roles have a whole school focus. This is an ongoing yearly development, and some of the details might be reviewed before the start of next academic year. From August 2019 all roles will be **2 year duration from 2019 to 2021**.

Level	Title	Posts <sup>i</sup>	Remuneration	Duration
A	Coordinator	<ul style="list-style-type: none"> <li>Career guidance</li> <li>MYP personal project<sup>ii</sup></li> </ul>	<ul style="list-style-type: none"> <li>12000 Nkr</li> <li>2 lessons release a week</li> <li>CPD provided</li> </ul>	<ul style="list-style-type: none"> <li>2 years from Aug 2019</li> </ul>
B	Subject Coordinator	<ul style="list-style-type: none"> <li>Maths</li> <li>Science and Technology</li> <li>Language</li> </ul>	<ul style="list-style-type: none"> <li>12000 Nkr</li> <li>8 coordinator days a year</li> <li>CPD provided</li> </ul>	<ul style="list-style-type: none"> <li>2 years from Aug 2019</li> </ul>
C	Coordinator	<ul style="list-style-type: none"> <li>PYP exhibition</li> <li>Student council</li> <li>Performing arts</li> </ul>	<ul style="list-style-type: none"> <li>6000 Nkr</li> <li>4 coordinator days a year</li> <li>CPD provided</li> </ul>	<ul style="list-style-type: none"> <li>2 years from Aug 2019</li> </ul>

Roles will receive remuneration in the form of money, release (either as %, lessons or annual days) and CPD. Annual coordinator days need to be requested and applied for through leave of absence, but coordinators can use these when they wish, dependent on impact on the school, throughout the year. Such days are to be negotiated directly with the principal. The days are to be used for coordination of the middle management role and can be taken at school or at home. These days cannot be saved to the end of a term or carried to the next year.

### 3 Details of the role

The role includes the following:

- Delivery of a workshop parents/and or professional development to staff;
- Development of and collaboration of IDUs, units and other IB curricula systems where appropriate;
- Proactive communication to all stakeholders including dealing with specific questions or queries;
- Yearly improvement plan for management area;
- Monthly meeting with the LT member responsible;
- Involvement in strategic action plan for each year;
- Keeping up-to-date with IB, international education and national guidelines and development in role;
- Actions and visible evidence of role effectiveness each year.

### 4 Leadership structure

The leadership structure could be as follows which implies accountability and collaboration within curriculum and administration systems of the school. This also includes the SEN coordinator which is a contracted fixed position. Level B and C have a member of the LT who they are responsible to, as below:

Coordinator	Responsible
• STEM (Science and Tech)	• LS coordinator
• Student council	• Principal
• MYP Personal Project • Language and literacy	• MYP coordinator
• PYP Exhibition • Maths	• PYP coordinator
• Career guidance	• DPA
• Performing arts	• Principal

### 5 Middle management descriptors

Within roles there needs to be a focus on consistency and clarity in order to develop each area of the school that a middle manager leads. All roles will follow the IST strategic plan especially developing professionalism and quality learning.

The position includes the following **key areas** which reflect aspects of the IB Learner Profile and the ATL skills:

No	Descriptor	Detail
1	Organisation	• Organisation, management and leadership of area including documentation and continuum development
2	Communication and marketing	• Promotion and effective communication within the school including students, staff and parents, and to the wider community and locality
3	IB	• Up to date and informed of relevant developments in the IB and sharing this knowledge with the community
4	Collaboration	• Sharing knowledge, skills and expertise within the school community
5	Support	• Ensure the school community is able to access the knowledge at their level

## 6 Appraisal

Each role has a biennial appraisal, common to all staff roles in the school. This is undertaken through a dialogue and discussion between the post holder and 2 LT members.

## 7 Specific job focus

Position	Areas	Goals	Descriptor
Subject coordinator	<ul style="list-style-type: none"> <li>Language and literacy</li> <li>STEM (Science, Technology/Design, Maths)</li> </ul>	<ul style="list-style-type: none"> <li>Structured curriculum on <i>ManageBac</i></li> <li>Assessment and recording of progress</li> <li>Consistency of approach</li> <li>Leadership</li> <li>Management of subject area</li> <li>Scope and sequence</li> <li>Clear skills for each grade</li> <li>Parent workshop</li> <li>Marketing and showcasing subject in school community</li> <li>Continuum development</li> </ul>	<ul style="list-style-type: none"> <li>Structure relevant meetings</li> <li>Develop vertical articulation</li> <li>Relate to IB philosophy and programme guidelines</li> <li>Develop link between programmes</li> <li>Structure a checklist of knowledge as key skills for each grade level</li> <li>Establish continuity</li> <li>Advice to staff</li> <li>Support with teacher planning</li> </ul>
Careers advisor	<ul style="list-style-type: none"> <li>Student careers</li> </ul>	<ul style="list-style-type: none"> <li>Advising students in careers and studies</li> <li>Developing careers focus in the school</li> <li>Ensuring strong links and personal contact with students and parents</li> <li>Using appropriate testing and analytical systems</li> <li>Supporting students for IB diploma and VGS</li> <li>Guidance and planning for careers at upper MYP level including links with local firms and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Organising events in and outside of IST</li> <li>Liaison with outside agencies</li> <li>Familiarity with local and national regulations and systems</li> <li>Support for grade 9 and 10 students</li> <li>Liaison with and advice to MYP and leadership staff</li> </ul>
Student council	<ul style="list-style-type: none"> <li>Social</li> <li>Environment</li> <li>Student leadership and voice</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and management of the school council</li> <li>Support and advise during the student council meetings</li> <li>Developing a school</li> </ul>	<ul style="list-style-type: none"> <li>Organisation of school activities run by the council</li> <li>Election organisation</li> <li>Support, advice and meeting structure</li> <li>Use of international</li> </ul>

		<p>council that represents the voice of all students</p> <ul style="list-style-type: none"> <li>• Supervision of the events planned and organized by the student council including: <ul style="list-style-type: none"> <li>○ Fruit/Chocolate Day</li> <li>○ Halloween</li> <li>○ Prom</li> <li>○ Talent Show</li> </ul> </li> </ul>	<p>school, IB and Norwegian systems of school councils</p> <ul style="list-style-type: none"> <li>• Liaise and collaborate with principal on matters to do with student voice and learning environment</li> </ul>
Performing arts	<ul style="list-style-type: none"> <li>• Choir</li> <li>• Concerts</li> <li>• Christmas plays</li> </ul>	<ul style="list-style-type: none"> <li>• Running the PYP choir</li> <li>• Organising the PYP Christmas show</li> <li>• Organising performances of Christmas carols</li> <li>• Grade 3-4 show in Spring</li> <li>• Grade 5-6 show in Summer</li> <li>• Music performance for 17 May</li> </ul>	<ul style="list-style-type: none"> <li>• Sourcing repertoire, rehearsals, organising concerts and promotion of school at external events</li> <li>• Finding age-appropriate music for each grade and supporting homeroom tutors in Christmas plays</li> <li>• Communication to parents and press</li> <li>• Collaboration with staff especially MYP drama teacher/s in Christmas shows</li> </ul>

<sup>i</sup> Outreach and pastoral care have been absorbed into LT and IB coordination, respectively

<sup>ii</sup> MYP personal project is at level A due to increased requirements in *MYP: The Next Chapter*