

1 Job information			
	Deputy principal, A10 Score Pattern: 43343 43334 33 43	Deputy principal, A11 Score Pattern: 44343 43334 43 43	Deputy principal, A12 Score Pattern: 44443 44434 43 43
2 Context			
<p>This sample range of profiles relates to deputy principals in primary education: including primary education, (primary) special education and (secondary) special education. A deputy principal replaces the principal in his absence and supports the principal in his or her activities, which includes taking over some of the principal's duties.</p> <p>A deputy principal contributes to educational development/innovation and/or operational management and/or leadership. Sometimes, the position is in combination with that of a teacher (see the job profile range of primary school teachers) and/or the position of location leader.</p>			
3 Characteristics of the position			
<p>A deputy principal A10 carries out coordinating and policy preparation activities in one or more sub-areas.</p> <p>A deputy principal A10 usually works under a principal D11 or D12.</p>	<p>A deputy principal A11 conducts coordinating and policy development activities. The internal and external environment of the school is to a greater or lesser extent complicated, and this requires looking further ahead than merely this or the following school year. The management develops a longer-term vision and/or policy. The management has greater discretion in this regard. A deputy principal contributes to long-term policy.</p> <p>A deputy principal A11 usually works under a principal D12 or D13.</p>	<p>A deputy principal A12 performs coordinating and policy development activities in one or more areas of the management tasks at a school with a regional position. Policy development is also focused on the longer term.</p> <p>A deputy principal A12 usually works under a principal D13 or a senior school manager.</p>	
4 Work			
<p><i>Result area 1. Policy Contributions</i></p> <ul style="list-style-type: none"> - identifies and analyses social and educational developments and developments in the school environment and advises the principal on the consequences for the policy of the school; - contributes to development, evaluation and 	<p><i>Result area 1. Policy contributions and educational development/improvement</i></p> <p>See deputy principal A10 plus: Examples of the policy matters assigned to a deputy:</p> <ul style="list-style-type: none"> - draws up the school plan and/or; 	<p><i>Result area 1. Contributions to policy, and educational development/improvement</i></p> <p>See deputy principal A11 plus: Examples of the policy matters assigned to a deputy:</p> <ul style="list-style-type: none"> - formulates general policy principles and frameworks 	

¹ The term 'a region' is understood here to mean a rural area with several municipalities, a large urban area or a district of one of the large cities.

<p>handles revising the education and quality policy and advises the principal on this;</p> <ul style="list-style-type: none"> - coordinates education and student support at the school or part of it; - monitors (partially) the identity, objective and pedagogical-didactic climate of the school; - monitors the quality of the education implementation; - identifies (imminent) problems in teaching delivery and advises the principal on measures to be taken; - advises within established frameworks and agreements about admission and removal of students; - decides, on the advice of specialists, about referring students to support agencies and specialists; - maintains contact with and consults the parents/guardians of the students. - organizes support for students who need it to keep them on board <p>The tasks listed here so far are sufficient for the position to meet the criteria for the job level mentioned above. These tasks can possibly be combined with those listed below, which are classified at the same job level.</p> <p><i>Result area 2: business operations and organization</i></p> <ul style="list-style-type: none"> - advises on the operational aspects of the business policy of the location/school (finances, ICT, housing and facilities), and advises the principal on this; - provides the data, wishes and requirements and develops proposals for the annual school budget and the formation plan, as well as monitoring budget implementation; - prepares the school's annual report; - advises and supports the principal in the consultations that must be held with the Participation Council. <p>or</p>	<ul style="list-style-type: none"> - develops a multi-year education and/or quality policy for the school and/or; - develops a multi-year student support policy for the school and/or; - building coordination, with associated policy development and/or; - monitors the quality of education implementation and/or; - contributes to vision development and development of a multi-year policy. <p>The tasks listed above are sufficient for the position to meet the criteria for the job level mentioned above. These tasks can possibly be combined with those listed below, which are classified at the same job level.</p> <p><i>Result area 2: business operations and organization</i></p> <p>See deputy principal A10 plus:</p> <p>Examples of the policy matters assigned to a deputy:</p> <ul style="list-style-type: none"> - draws up the annual school budget; - participates in the senior school management consultation on the operational management to be conducted; - contributes to the multi-year budget; - carries out, where appropriate, similar activities for childcare. <p>or</p>	<p>for the school/institution and advises the principal and/or;</p> <ul style="list-style-type: none"> - contributes ideas, concepts and policy proposals about the multi-year development and innovation of education and the school/institution and/or; - leads collaborative projects with regional cooperative partners and/or; - introduces frameworks for school plans and quality policy; - also monitors the identity, mission, agreed course and the agreed learning and development results of the schools. <p>The tasks listed above are sufficient for the position to meet the criteria for the job level mentioned above. These tasks can possibly be combined with those listed below, which are classified at the same job level.</p> <p><i>Result area 2: business operations and organization</i></p> <p>See deputy principal A11 plus:</p> <p>Examples of the policy matters assigned to a deputy:</p> <ul style="list-style-type: none"> - develops implementation frameworks and advises the principal on this and/or; - handles the integral (multi-year) school budget and/or; - takes care of the management information and the associated short and long-term analyses for the principal and the school management and/or; - monitors implementation of the budget, plans, etc. discusses bottlenecks and makes proposals for
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	<p><i>Result area 3: leadership</i></p> <ul style="list-style-type: none"> - provides daily leadership to part of the school team (such as the lower, middle or upper grades), coordinates the division of labour and the daily course of affairs; - takes partial responsibility for the professional and talent development of the employees, and guides them in this; - conducts performance interviews and conducts the interview cycle with the employees who fall under the deputy principal's responsibility or advises the principal on this (depending on the division of tasks); - advises the principal on staff issues and measures to be taken; - replaces the school's principal in his absence. <p>The tasks can be combined with that of the teacher L10.</p>	<p><i>Result area 3: leadership</i></p> <p>See deputy principal A10 plus:</p> <ul style="list-style-type: none"> - maps out the activities for the coming school year and informs employees about this, and proposes, based on team consultation, the division of labour plan, as well as the staff and establishment plans and submits this to the PMR (Personnel guidance for the participation council); - is also responsible for staff care and management; - is co-responsible for recruitment and selection; - implements the sickness absence policy and the measures to be taken in that context; - where appropriate, implements similar activities for childcare. <p>The tasks can be combined with those of an L10 and/or L11 teacher.</p>	<p>improvement and adjustment.</p> <p>or</p> <p><i>Result area 3: leadership</i></p> <p>See deputy principal A11 plus:</p> <ul style="list-style-type: none"> - takes responsibility for the professional and talent development of the employees, and guides them in this; - is responsible for implementation of the interview cycle of the employees who are directly under the deputy principal's responsibility. <p>The tasks can be combined with those of an L10, L11 and/or L12 teacher.</p>
5	Latitude		
	<ul style="list-style-type: none"> - The deputy director A10 makes decisions on/or concerning the contributions to development, evaluation and adjustment of the education and quality policy and advice thereon, the proposals for the annual school budget, the formation plan and the functional management of a small team of employees of a part of the school - The approach is laid down in education legislation and regulations, attainment targets and the policy of the school and/or foundation. - The deputy director A10 is accountable to the manager for the quality of the operational activities and the usefulness of proposals and advice. 	<p>See deputy principal A10 plus:</p> <ul style="list-style-type: none"> - The deputy director A11 makes decisions on/or concerning the development of education and quality policy and to development of the student support policy, in the preparation of the school budget and/or in the preparation of staff plans, formation plans, work distribution plans, etc. 	<p>See deputy principal A11 plus:</p> <ul style="list-style-type: none"> - The deputy director A12 makes decisions on/or concerning formulating general policy principles and frameworks for the school and advising on these in developing implementation frameworks, taking care of the multi-year budget and in management.
6	Knowledge and skills		

	<ul style="list-style-type: none"> - theoretical and practical profession-specific and pedagogical knowledge and skills (at a higher vocational education working and thinking level); - knowledge of the subject matter; - insight into the school's mission, organisation and working method - insight into and knowledge of the organization and the possibilities offered by relevant assistance; - empathy and social skills; - skill in transferring knowledge and skills; - communication skills; - communication skills; 	<p>See deputy principal A10 plus:</p> <ul style="list-style-type: none"> - broad or specialized knowledge of one's own field or of a pedagogical/didactic field, or applied scientific research (at a higher vocational education or academic level); - insight is needed into issues and problems in other areas of activity; - business skills. 	<p>See deputy principal A11 plus:</p> <ul style="list-style-type: none"> - insight is needed into a broader context in the region, in the latest developments and research in the field and the researchers, institutes, etc. that are occupied in this.
7	Contacts		
	<ul style="list-style-type: none"> - with students in learning, to teach and guide skills. - with parents to discuss advice, measures to be taken, etc., where appropriate, in cases of different and conflicting interests. - with parents, specialists, social workers and educational institutions for students with learning and/or behavioural difficulties, gifted individuals, etc. to discuss an approach and placement elsewhere (further education and special education) in order to arrive at a joint approach and to coordinate, in cases where there are different and conflicting interests. - with playgroups about placement of the pupil in order to achieve accord. - with colleagues about educational development, methods, approach, care, etc. in order to arrive at a joint approach and accord. 	<p>See deputy principal A10 plus:</p> <ul style="list-style-type: none"> - with colleagues, supervisors, specialists and others persons concerned, to reach policy coordination. 	<p>See deputy principal A11.</p>