



Recruitment profile

Director European School The Hague

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Client: Stichting Het Rijnlands Lyceum

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1. Introduction

Thank you for the interest you have shown in the vacancy for Director of European School The Hague (ESH), part of Stichting Het Rijnlands Lyceum. The current director will retire in the summer of 2023, creating this vacancy. With this job profile, we would like to give you an insight into the main duties, responsibilities and competences associated with the position. Hopefully, this profile will make you enthusiastic to respond.

We provide an outline of this fine and ambitious organisation and its main tasks and developments. We also describe the vacant position, the desired capabilities and competences, knowledge, experience and associated terms and conditions of employment. We conclude by describing the selection process.

For more background information, we recommend you visit the website: <https://www.europeanschoolthehague.nl/>

2. The organisation

“We aim to inspire our students to be responsible, future focused, and proactive citizens of Europe and the world. Our mission is to provide a positive, open-minded community that fosters ambition through rich cultural and academic opportunities, inspiring lifelong learning.”

2.1 A unique, young school in an international environment

The European School The Hague (ESH) is a unique school located in the international heart of the Netherlands. ESH is a primary and secondary school subsidised by the Dutch government that trains students for the European Baccalaureate through the European curriculum. It was founded in 2012 at the request of the Minister of Education, Culture and Science and the municipality of The Hague to provide education to children of employees of EU organisations in and around The Hague. Indeed, a significant proportion of the ESH student population has parents working for a European organisation. Many people work at Europol or at the European Patent Office. Smaller organisations include, for example, the European Medicines Agency, Eurojust (a judicial institution) or the space agency ESA-ESTEC. In almost all cases, the European employers pay (part of) the mandatory additional tuition fees. A limited number of places are also available for other students, i.e. those who are eligible for international education according to Dutch regulations. The quality of education is based on European regulations and accreditation. In addition, the (Dutch) Education Inspectorate oversees more general issues such as compulsory education and good governance.

Every day, 350 members of staff dedicate themselves to inspiring over 1,600 students from more than 50 different countries around the world in a respectful, ambitious and positive manner. ESH offers high-quality education with small classes. Furthermore, many different languages are taught, allowing students to learn foreign languages in addition to their mother tongue. ESH inspires its students to be responsible, forward-looking and proactive European and global citizens.

2.2 Stichting Het Rijnlands Lyceum

ESH is part of Stichting Het Rijnlands Lyceum, an educational organisation for primary and secondary education in The Hague – Leiden region. At nine locations, Dutch and international programmes are offered to a total of about 7,500 students, by a total of about 1,200 staff members. The directors of these schools are accountable to the Executive Board of Rijnlands. In turn, the chairman of the Executive Board is accountable to the supervisory board.

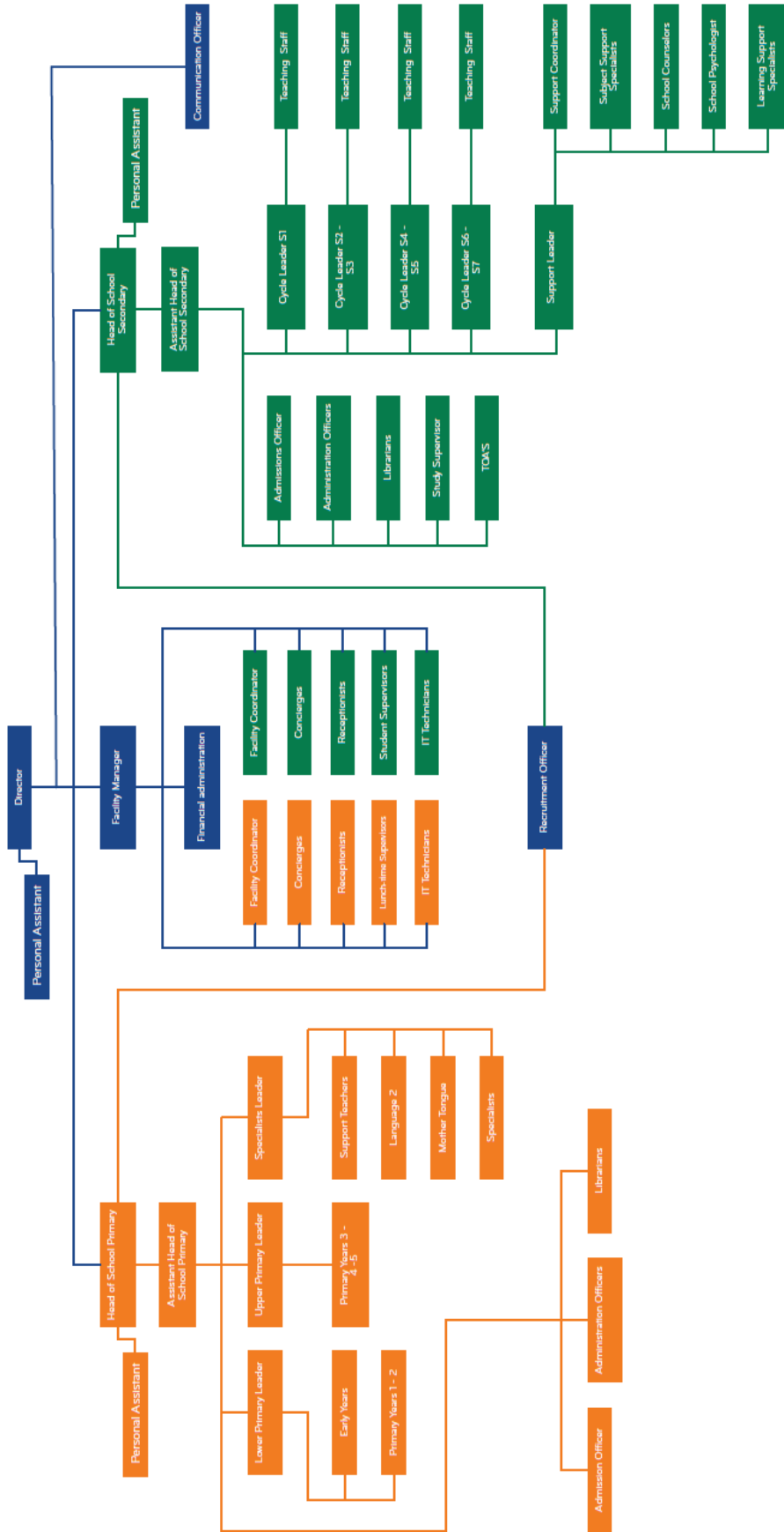
The director is a member of the foundation’s executive board meeting on behalf of ESH, which is also joined by the central staff organisation (finance, HR, IT). The working language in these contacts is Dutch or English. The Strategic Plan of the Stichting: [‘Together for good education, and more...!’](#) describes the strategic agenda for the coming years. It is an important starting point for the policy agenda of the various schools, including ESH.

2.3 Organisation of ESH

The European School The Hague employs the concept of ‘two schools in one’. Based on the European concept, there is one school for students aged 4 to 18, but in the actual Dutch context there are two schools, Primary and Secondary. The ESH director manages two heads of school (Primary and Secondary), each being responsible (by means of delegation) for the day-to-day management of their school. For their own school, the head of school is the main figurehead, and therefore the point of contact for staff, students and parents at their school, along with the middle management.

In the short term, the management of ESH will be expanded to include a deputy director of Operations, appointed for ESH as a whole. The senior management team of ESH will then consist of four people. ESH managers regularly discuss and consult with the Stichting’s central staff departments on products, services and advice in areas such as finance & control, HR, IT and facilities.

Organisation Chart 2022



Legenda

- Overarching Organisation Staff
- Primary School Staff
- Secondary School Staff

Please note: that due to the numerous departments within the school, there may be some discrepancies in the chart with regards to the actual organisational hierarchy.

ESH has a group of middle managers/sector leaders per school, organised in various ways. These middle managers assist the heads of school in running the school. They have a crucial role in developing and maintaining quality and in leading their team.

ESH Primary and Secondary each have their own participation council, consisting of student, parent and staff representatives. The European institutions and agencies are united in the Advisory Board. The Advisory Board meets three times a year with the director, the heads of school and with the chairman of the Executive Board. The Advisory Board provides solicited and unsolicited advice and supports school management on school-related and strategic matters. There is also an intensive consultation schedule with the HR departments of the European organisations.

In view of the growth, there has been a lot of focus on accommodation in recent years. Primary and Secondary each have their own school campus in The Hague's international zone. Secondary is housed in a listed but state-of-the-art furnished building on Oostduinlaan, which, given its growth, will be supplemented in the near future with an annex containing 10 classrooms. Primary is housed on Houtrustweg.

2.4 Mission, core values and key competences

To achieve its mission, ESH operates on the basis of the following principles:

- ▶ **Ambition:** strive to reach full potential, accept challenges and have a passion for finding solutions.
- ▶ **Positivity:** focus on positive aspects in all situations and build a constructive and positive environment from which everyone benefits.
- ▶ **Respect:** show respect for people, possessions, the planet, protocols and ourselves. Accept differences, strengths and weaknesses of others.

What is unique about ESH is that many different cultures come together and students develop multiculturally. Aided by rich cultural and academic opportunities, ESH creates a positive and open-minded environment with the focus on lifelong learning and inspiration.

For this reason, ESH works with eight key competences:

- ▶ Literacy
- ▶ Multilingualism
- ▶ Numerical, scientific and engineering skills
- ▶ Digital and technology-based competence
- ▶ Interpersonal skills, and the ability to adopt new competences
- ▶ Active citizenship
- ▶ Entrepreneurship
- ▶ Cultural awareness and expression

For more information about ESH you can consult the [school handbook](#), the [secondary education school plan](#), and the [primary education long-term plan](#).

2.5 Challenges for the coming years

ESH has grown strongly and rapidly since its inception. At the Primary school, rapid growth was suddenly replaced by consolidation in the coronavirus year 2020. Also because of a few other setbacks, Primary had to change tack on measures needed to keep its operations healthy. Intensive attention to operations, from both the school and the Stichting, is also needed in school year 2022/2023 and beyond. This involves intensive coordination with European organisations as well as with the participation council. At the Secondary school, on the contrary, growth is continuing. This growth, as well as the growth that may occur in both schools due to ever-increasing staffing at European organisations, will require intensive attention in the coming years.



Due to the strong growth, energy in recent years has been focused on managing that growth and organising education. The quality of education is high and the team is committed and driven. The school aims to keep it this way so that parents continue to choose ESH. It is therefore important to focus on further improving and securing educational quality, the organisation and processes in the coming years. To provide not only high quality education but also keep it affordable, ESH sometimes faces complicated choices. Here, it is important to have a clear understanding and to communicate the expectations of parents and European institutions and agencies. This requires extra attention to the connection between the school and external stakeholders.

The school plans contain specific improvement plans for the coming years in the areas of visibility, strengthening core values and core competences, personal skills, entrepreneurship, digitalisation and technological development. Schools are guided by feedback in satisfaction surveys and accreditation studies. Finally, there is also a focus on strengthening the connection between the two schools and with the other schools within the Stichting.

Just as schools are evolving rapidly, school leadership is also evolving. A joint development process was started with the (partly new) middle managers of both schools. Following on from this, a lot of energy will have to be devoted to further elaboration and development of leadership in practice in the coming years.

Finally, a significant challenge lies in the design of ESH's support organisation as a whole. The European curriculum is excellent but also complex in that almost all subjects are taught in four or five languages. A good support organisation is indispensable for this purpose.

3. The position of director of ESH

3.1 Challenging period during which you can continue to build on a unique school

As director, you will be ultimately responsible for ESH and a member of the executive board of the Stichting. You manage the Primary and Secondary heads of school, who are responsible (by means of delegation) for the day-to-day management of their schools. They are also the point of contact for staff, students and parents at their school, together with middle management. As part of the further organisational set-up, the position of deputy director of Operations will be established, in addition to the two heads of school. Your task lies mainly in connecting the two schools and ensuring integrated organisational and educational policies. In doing so, you ensure that ESH presents itself to the outside world as a single entity. Externally, you are the connecting factor with the special stakeholder field, including European institutions and agencies in the Netherlands, the management organisation for European schools in Brussels, the Advisory Board, other European schools, the Ministry of Education, Culture and Science, the municipality of The Hague, local (education, care, welfare and safety) partners and the Stichting. You ensure that decisions of and information from the Stichting-wide consultation are properly invested and implemented at both schools and that action is taken in accordance with all legislation and regulations.

More than ever, ESH is an organisation on the move. Together with other management, you face the challenge of optimising the teaching and support processes, ensuring quality and developing as an organisation. A clear direction, directional stability, communication, visibility and commitment are important in this respect. Externally, you will continue to build relationships, a good reputation and confidence in the quality of ESH and you will pave the way for sustainable business agreements. As director, you ensure good cooperation with the central staff departments of the Stichting and with the fellow schools of the foundation.

Internally, you play a key role in leadership and organisational development. With the managers and heads of school, you will build on the control, cooperation and development of the school. For teaching and support staff, management, students, parents and participation councils, you and the heads of school are the figurehead of ESH. Together, you ensure that everyone has access to management at the right level.

All these challenges take place in a unique organisation with two schools, a highly diverse population of students and staff, with both public and private funding, complex legal frameworks and educational logistics, active parents and a broad stakeholder base. No day like yesterday!

3.2 Profile: a connecting and steady figurehead, both internally and externally

As ESH director, you will build on this rapidly growing and ambitious school based on an overview with a clear vision. You are a firm, driven, inspiring and connecting leader. Visible and accessible to stakeholders at different levels within the school and beyond. For them, you are a clear and at the same time diplomatic discussion partner, who can also put things into perspective when necessary. With overall responsibility for the school, you have excellent strategic and business acumen. As the school's figurehead, you set an example, maintain good relations with external partners, arrange profiling and business agreements, and realise sustainable collaboration and partnerships. As manager, you are aware of everyone's role and provide direction and clear frameworks. Partly because of the considerable cultural diversity, you show empathy and communicate clearly and proactively. As a consequence, you create stability and support for decisions. You encourage and facilitate a professional culture where everyone takes their own responsibility. You are a connector who moves easily between the various relevant echelons, including the committed and active participation councils and the various members of the community, including the contacts with students and parents. You inspire, motivate and value members of staff.



Furthermore, you meet the following key profile requirements:

- ▶ Extensive senior management experience in the semi-public sector. Experience in or with education and/or an international environment are an advantage.
- ▶ Experience in building and providing direction within a complex strategic stakeholder network in the (semi-)public world.
- ▶ Knowledge of or experience in the Dutch education system, legislation and regulations, funding and collective agreements are an advantage. Affinity with education (issues) is a must.
- ▶ Excellent command of the Dutch and English languages, verbally and in writing. Multicultural experience or additional languages are an additional asset.
- ▶ Experience in driving organisational development processes, quality assurance and operations.
- ▶ Knowledge of the European identity and values are an advantage.
- ▶ Academic level of work and thought.

Competencies:

- ▶ Connecting power
- ▶ Collaborative
- ▶ Providing guidance and focus on results
- ▶ Business insight into finance and IT
- ▶ Administrative and strategic operation
- ▶ Strong communication skills, at all levels, intercultural sensitivity
- ▶ Organisational sensitivity
- ▶ Motivate and stimulate, development-oriented



4. What does Het Rijnlands/ESH offer?

As director, you will join an international, dynamic, open and diverse community with inspiring and motivated colleagues and students of all ages. It is a unique school with huge potential, where many languages and cultures come together, where quality is high and where every day is different. You will maintain interesting external European and Dutch contacts (including in Brussels and elsewhere in Europe) and cooperate at board level with the other internationally oriented schools within the Stichting. You are concerned with issues related to both primary and secondary education, cordial transfer is possible and you join at an interesting time of transition. A good foundation has been laid over the past few years, as a result of which there is now full commitment to further development, professionalisation and innovation. You can build on this together with a partly new management team, passionate and flexible teaching and support staff, the students, participation councils and other stakeholders and start making a real difference.

Stichting Het Rijnlands Lyceum also offers:

- ▶ A full-time appointment in accordance with the Dutch secondary education collective labour agreement.
- ▶ Pay scale will be in accordance with the secondary education collective labour agreement, scale 15, maximum € 7,922.00 gross per month
- ▶ An attractive package of fringe benefits, including:
 - A holiday allowance of 8% and a year-end bonus of 8.33% of the gross annual salary.
 - 90 hours individual à la carte budget.
 - A sports scheme and bicycle scheme.
 - Attention and budget for personal development.
 - The possibility of an international relocation allowance and coverage of international school fees.

5. The selection procedure

We look forward to receiving your response no later than **12 February 2023**. The selection procedure subsequently comprises two stages:

1 Pre-selection by Leeuwendaal

Leeuwendaal's advisor first conducts extensive interviews with candidates. These interviews will take place at Leeuwendaal's offices in Utrecht or via MS Teams during the period from **10 - 17 February 2023**.

Suitable candidates will then be presented by CV and letter, together with explanations from the advisor, to the client on **20 February 2023**. On this basis, it will be decided which candidates will be invited for a selection interview at Stichting Het Rijnlands Lyceum.

2 Selection interviews by Stichting Het Rijnlands Lyceum

Selected candidates will be personally invited for an interview with the selection and advisory committee at the client's premises on **23 February 2023 (first round)** and **6 March 2023 (second round)**.

An independent agency (the Validata Group) subsequently conducts an integrity test and Leeuwendaal obtains references. Most probably an assessment is part of the procedure.

Finally, the interview covering the terms and conditions of employment will take place on a date to be determined.

The aim is to complete the procedure by the end of March 2023.

Contact details

For substantive questions about the position, please contact Corinne van der Salm, senior advisor executive search, and for questions about the procedure, Anouk Keiren, research consultant. They can both be reached on 088 – 00 868 00. You can upload your CV and cover letter via: <https://www.leeuwendaal.nl/vacatures/>.

On the use of video calls

If we use video calls for interviews, we make use of MS Teams.

To this end, we have strict procedural agreements that we clearly communicate to all our employees. We strictly enforce these procedures.

We have paid licences with sophisticated security options for all applications. We make informed choices about how we configure them. Examples include:

- ▶ We only use European data centres.
- ▶ All meetings at Leeuwendaal are protected with a unique meeting ID and password.
- ▶ We use waiting rooms, where the Leeuwendaal host determines who is admitted to a session.
- ▶ End-to-end encryption is always used during the connection.