

**PARENTS ASSOCIATION
OF THE EUROPEAN SCHOOL BRUSSELS IV
AISBL**



Internal Regulation

Policy for the recruitment of Association BRU IV Staff

This Internal Regulation was endorsed at an extraordinary General Assembly of the Association, held on 26 June 2017

Date: 26 June 2017

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1 Introduction

- 1.1 The Association of Parents of Pupils at the European School Brussels IV, hereafter referred to as “the Association” has adopted this Internal Regulation setting out its policy for the recruitment of its staff at the European School of Brussels IV, hereafter referred to as “the School”.
- 1.2 This Internal Regulation was endorsed at an extraordinary General Assembly of the Association, held on 26 June 2017.
- 1.3 All posts offered by the Association shall be filled using the procedures set down in this Internal Regulation.
- 1.4 The principles of openness, transparency and equal opportunity shall apply in respect of all posts offered by the Association.

2 Categories of posts

- 2.1 The categories of posts, other than for sub-contractors such as monitors and supervisors, are shown in the organisation chart given in [Annex 1](#).
- 2.2 The General Assembly must be informed, and agree to, any proposals to change the categories of posts as shown in the organisation chart.

3 Job Descriptions

- 3.1 Job Descriptions for each post, other than for sub-contractors such as monitors and supervisors, are given in [Annex 2](#).
- 3.2 Job descriptions cannot be changed without the prior approval of the Administrative Board.

4 Post becoming vacant

- 4.1 As soon as it is known that a post will become vacant, Managers should try to identify, as early as possible, the costs of filling that post so that appropriate and timely financial provision for filling it can be made. The costs must be reflected in the budget forecast, and include salary and ancillary costs, such as: work-uniform, computer, mobile telephone, etc., as well as any other costs such as: travel allowance, etc.
- 4.2 The Administrative Board shall be responsible for approving any proposal to fill a vacant post.

5 Vacancy Notice

- 5.1 The vacancy notice shall be based on specific criteria corresponding to the job description of the tasks to be performed. The relevant job description will be attached to the vacancy notice.
- 5.2 A template vacancy notice is shown in [Annex 3](#).
- 5.3 When the Administrative Board has given its approval to fill a vacant post, per point 4.2 above, the Director shall draft the vacancy notice, in consultation with the member of the Administrative Board with responsibility for the sector concerned, the service manager for the area in which the vacancy has arisen and the Vice-President for Administrative Affairs, as appropriate.
- 5.4 The Director shall propose the envisaged salary for the post which must be based on the reference salary grid referred to in [Annex 4](#), duly adapted to the specific post in question. The envisaged salary must be approved by the Administrative Board.
- 5.5 The Director shall be responsible for creating a financial file (see Annex 5) for the vacancy in question. The vacancy notice will clearly indicate the budget line for the post.
- 5.6 The Director shall submit the draft vacancy notice to the Administrative Board for approval. A simple majority vote basis will suffice.

6 Publication of vacancy notice

- 6.1 When the Administrative Board has approved the vacancy notice, the Director shall arrange to have it published promptly, in both official languages of the Association (English and French) on professional websites for jobseekers and also on the Association's Website. The latter shall also show clearly the deadline for submission of applications, as indicated in the vacancy notice.
- 6.2 Given the international nature of the School, vacancy notices for key (i.e. managerial and teaching) positions shall also be published on international employment websites, as appropriate.

7 Sub-contractors

- 7.1 Vacancy notices for sub-contractors shall be published on the Association's website on an "open call" basis, with the prior agreement of the Administrative Board.
- 7.2 In exceptional cases there may be derogation from this requirement. Such derogation is subject to the prior approval of the Vice-President for Administrative Affairs, who may decide to consult the Administrative Board as appropriate.

8 Registry

- 8.1 The Association's Office shall create a complete file for the vacancy in question. It will contain, as a minimum, the job description, vacancy notice, budget estimates, budget line, applications received etc. In due course it will contain the EXCEL table, per Annex 6, evaluating each candidate as well as the decisions of the Selection Panel and Administrative Board in relation to the vacancy.
- 8.2 The file will be kept up-to date, and registered in Bitrix.
- 8.3 The file will be available to the Administrative Board.
- 8.4 The Director shall keep in the registry the updated list with the names of all employees. The list shall include the names of all employees with whom the Association has signed a contract. This list will be used by the Treasurer to approve the direct transfer of the salaries on monthly basis.

9 Selection process

- 9.1 All applications that meet the job description and that are received by the stipulated deadline are deemed eligible for consideration.
- 9.2 For key (i.e. managerial and teaching posts) the Director shall review the eligible CVs in consultation with the President and/or the Vice President for Administrative Affairs, the member of the Administrative Board with responsibility for the sector concerned and the service manager for the area in which the vacancy has been advertised, as appropriate. The Director shall arrange to have those CVs uploaded onto Bitrix so that they can be consulted by the members of the Administrative Board, as required.
- 9.3 For all other posts, including sub-contracted posts, the Director shall review the eligible CVs in consultation with the member of the Administrative Board with responsibility for the sector concerned and the service manager for the area in which the vacancy has been advertised, as appropriate.
- 9.4 The Director shall arrange to have all eligible candidates listed in an EXCEL table (see Annex 6).
- 9.5 The service manager for the area in which the post has been advertised (e.g. canteen) and the Director will use the EXCEL table to compile a grid of suitability for the post, based on a set of common criteria drawn from the job description.
- 9.6 The list of candidates shall be presented on the EXCEL table in decreasing order of suitability for the post.

10 Selection Panel

- 10.1 The Director shall establish a Selection Panel consisting of the Director, the member of the Administrative Board with responsibility for the sector

concerned and the service manager for the area in which the vacancy has been advertised.

- 10.2 The Selection Panel will review the list of candidates on the EXCEL table making reference to the candidate's CV where necessary, will assign a score to each candidate, using the aforementioned Excel table (Annex 6), and will draw-up a shortlist of the five (5) most suitable candidates.
- 10.3 Should there not be any suitable candidates for the post, the Selection Panel will inform the Administrative Board and seek its authorisation to re-advertise the vacancy notice.

11 Interviews

- 11.1 The Selection Panel shall interview the candidates on the shortlist.
- 11.2 The interviews shall be based on a standard set of questions that will be asked of all candidates.
- 11.3 The Selection Board may invite the candidate to do a practical task, or an ad hoc simulation relating to the area of work in which the vacancy has been advertised, as necessary.
- 11.4 The Selection Board shall assign a final score to each candidate on the basis of the interview. The EXCEL table showing the final scores shall be registered in Bitrix.

12 Data Protection

- 12.1 The Selection Panel and everyone involved in the selection process, shall comply with the law relating to the protection of personal data.

13 Provision of results to the Board

- 13.1 The Selection Panel shall brief the Administrative Board within two (2) working days from the date of the last interview.
- 13.2 The briefing should include the initial shortlist of candidates, the minutes of the interviews, the EXCEL table with the final scores post-interview and, as an attachment, the related CVs.

14 Board Decision

- 14.1 The Administrative Board, at its next Board meeting, shall be invited to take a Decision approving the Selection Panel's list of the three best candidates in descending order of suitability for the post.
- 14.2 The Board shall review the briefing provided by the Selection Panel and shall either take the corresponding Decision, as appropriate, or shall revise the Decision.

- 14.3 The Administrative Board shall be invited to approve the related recruitment proposal and draft contract. These shall be based on the template given in [Annex 7](#).

15 Appointment of the successful candidate

- 15.1 Within two working days of the Board taking a Decision to approve the list of candidates, the Director shall offer the post to the candidate placed first on the list approved by the Board.
- 15.2 Should the first candidate not wish to accept the post, the Director will then contact in descending order the other candidates on the aforementioned list.
- 15.3 When a candidate has accepted the post, the Association Director shall inform the 2nd and the 3rd candidates on the list and include their names on a reserve list for filling any future vacancies that may arise.
- 15.4 The Director shall then notify all other applicants that the post has been filled.
- 15.5 Template email notifications for the successful candidate and unsuccessful candidates are given in [Annex 8](#).

16 Performance appraisals

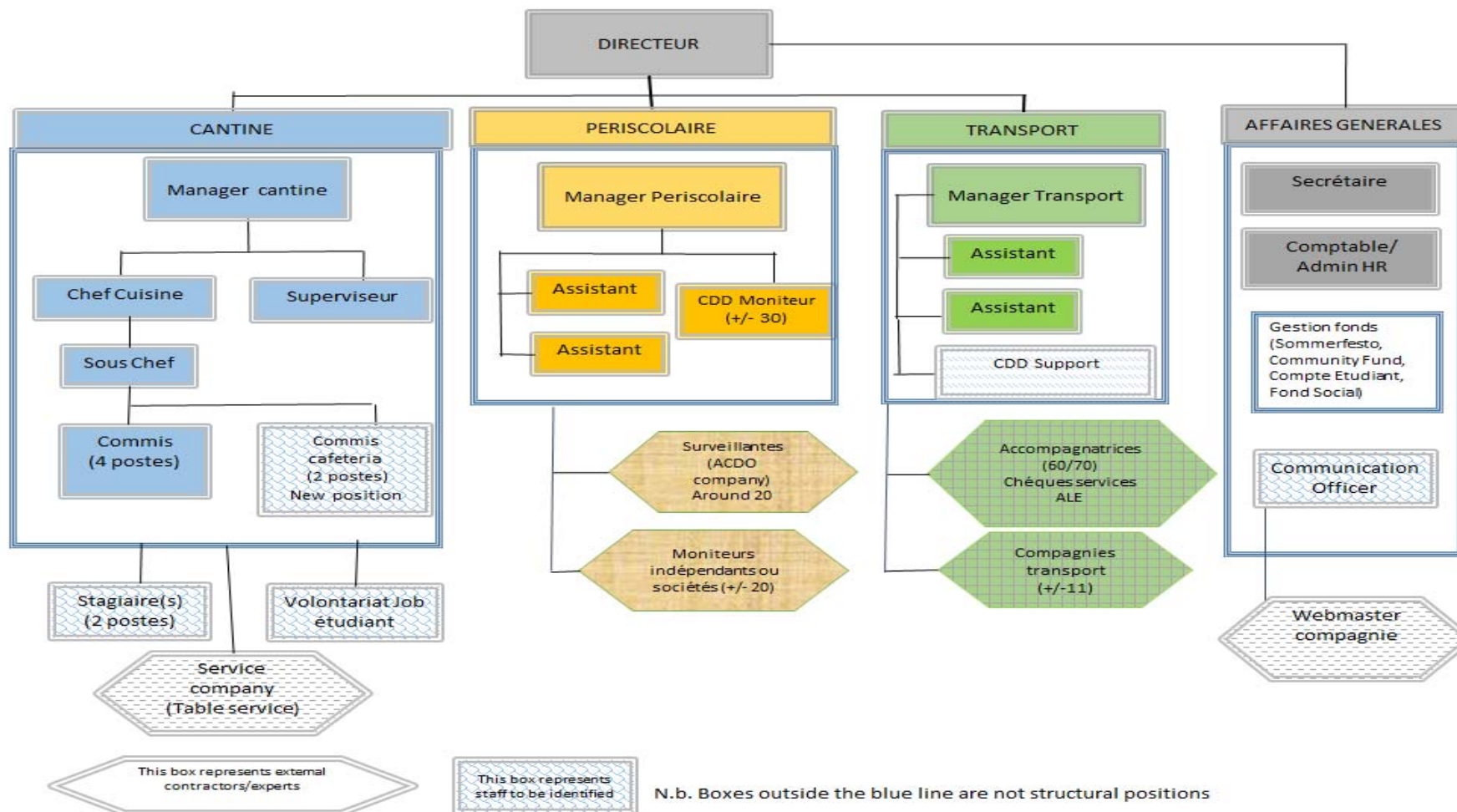
- 16.1 Regular performance appraisals on the ability, efficiency and conduct of each member of staff shall be conducted by the Manager concerned, using the template Appraisal Report given in [Annex 9](#).
- 16.2 The report shall be discussed and developed in consultation with the member of staff concerned, who shall be entitled to make any comments thereon which they consider relevant.
- 16.3 Should the performance appraisal be negative, the member of staff concerned will be invited to discuss the matter and to agree a performance improvement plan. The subsequent appraisal report shall specifically mention if the member of staff concerned has reached a satisfactory level of performance.
- 16.4 Staff members have the right to appeal to the Administrative Board if they consider the appraisal report to be unjust.
- 16.5 Promotion subject to the budgetary limits available may be granted to members of staff who have achieved alone, or within a team, outstanding results in the performance of their tasks.
- 16.6 Regular performance appraisals shall be conducted by the Manager using the template Appraisal Report given in Annex 9.

17 Approval of these Rules

- 17.1 These Rules have been approved by the Administrative board. Changes to these Rules, or any deviations from these Rules when filling vacancies, shall require prior Board approval.

ANNEX 1: Organisation chart

(Approved by the General Assembly 2016)



ANNEX 2: Template Job Descriptions

Director

Job Title	Director
Area	General Affairs
Key tasks	<p>Implement the decisions of, and direction given by, the Administrative Board of the Association.</p> <ul style="list-style-type: none"> • Ensure that the Association runs smoothly, including the services provided by the Association, such as: Transport, Canteen and Extracurricular school activities. • Manage, motivate and coordinate the staff. Optimise the use of resources whilst ensuring quality of service (organisation, management of human resources and budget, innovation, etc.) in each area of activity. • Define the objectives and strategies for the activities of the Association. Take the necessary decisions to ensure that objectives are met. Undertake quality control of the services provided to the Association. • Be responsible for managing and directing the staff of the Association. • Be responsible for authorising any requests to work additional hours and then for verifying the additional hours actually worked, in ongoing consultation with the Vice-President Admin. • Manage and monitor the service providers. • Ensure the sound financial management of the Association's activities and exercise financial and budgetary control being responsible, under the Treasurer, for the preparation and management of the annual budget and accounts as well as the provisional budget and accounts. • Advise the Administrative Board on various matters. • Co-operate with the School authorities and with the Associations of the other Brussels-based schools. Represent the Association and negotiate contracts or agreements on its behalf. • Manage and bring to fruition specific projects, which may include financial responsibilities.
Training:	University degree preferably in business management and/or equivalent professional experience.
Knowledge:	<p>Profound knowledge of business management</p> <p>Knowledge of the dynamics of various interactions between the Association and the school, OIB, public bodies etc.</p> <p>Knowledge of the structure of the Association and of the school (organisation, environment, etc.).)</p>

	<p>Knowledge of the relevant conventions, regulations, legislative procedures, rules and custom & practice.</p> <p>Administrative knowledge (human resources, budget management, information technology, legal knowledge, etc.).</p> <p>Knowledge of management techniques.</p> <p>Fluent in French and English (written and spoken).</p> <p>Sensitivity to the various cultures represented in the school.</p>
Specific Abilities required:	<p>Strategic ability</p> <p>Ability to structure, plan, anticipate, react</p> <p>Discipline and Focus</p> <p>Communication skills.</p>
Working Environment:	<p>Frequent visits to the various working areas.</p> <p>Numerous contacts with internal staff and external persons.</p>
<p>This job description forms an integral part of the Director's contract of employment. It may be amended by the Administrative Board in order to meet the requirements of the Association.</p> <p>The Director shall report at least every three months to the Administrative Board.</p> <p>The Director shall have an annual performance appraisal, conducted by the President of the Administrative board and one other member of the Board.</p>	

Accountant

Job Title	Accountant
Area	General Affairs
Key tasks	<ul style="list-style-type: none"> • General and Cost Accounting, financial and budgetary management • Administrative management of staff. <p>The accountant works at all times under the direction of the Director in association with the member(s) of the Administrative Board who have responsibility for the various services.</p> <p>The accountant is also in charge of:</p> <ul style="list-style-type: none"> • the encoding of invoices, • preparation of payments and invoicing, • Monitoring of clients and suppliers and placement of term funds/relationship with the bank • recording the accounts on a daily, monthly, quarterly and annual basis; • preparing the annual accounts (balance sheet, income statement, social balance sheet and comments)

	<ul style="list-style-type: none"> • relations with auditors • preparation and control of salaries, declarations ONSS, withholding tax (indexation, etc.) • collaboration with the social secretariat in the preparation of all documents and declarations relating to social legislation • monitoring of insurance • the payment of ALE cheques
Training:	University degree in accountancy and/or equivalent professional experience.
Knowledge:	<p>Profound knowledge of general accounting and of cost accounting.</p> <p>Knowledge of the structure of the Association and the school (organization, environment and various stakeholders)</p> <p>Knowledge of accounting, such as closing operations and preparation of profit and loss accounts.</p> <p>Knowledge of general regulations, legislative procedures, internal rules and practices</p> <p>Administrative knowledge, such as human resources, management, budget, finance, IT and/or legal, etc.</p> <p>In-depth knowledge of one of the official languages of the European Union and also of the English language.</p>
Specific Abilities required:	<p>Intellectually rigorous. Honest, methodical and organized.</p> <p>An enquiring mind.</p> <p>Keeps professional knowledge updated.</p> <p>Ability to anticipate, proactive.</p> <p>Versatile. Able to react swiftly.</p> <p>Prudent.</p> <p>Problem-solving ability.</p> <p>Ability to assign priorities in order to get to the essential points.</p> <p>Ability to work well in a multicultural environment.</p> <p>Pronounced sense of discretion and confidentiality.</p>
Working Environment:	<p>Frequent visits to the various working areas.</p> <p>Numerous contacts with internal staff and external persons.</p>

Secretary

Job Title	Secretary
Area	General Affairs
Key tasks	<p>Ensure the prompt processing of files relating to their area of activity.</p> <p>Evaluate files, following established procedures, using paper and/or computerized documents. Provide finalized files to the decision-making bodies and, if necessary, present them in a reasoned way.</p> <p>Monitor and coordinate a team of employees to optimize service quality and the most efficient use of human resources.</p> <p>Act as an interface between the Director, other employees of the Association, the school and other parties.</p> <p>Follow up decisions, inform job applicants on request of the status of their job applications, and draft associated summary reports.</p> <p>Provide administrative services, such as note-taking, preparation of draft notes and reports, linguistic revisions, management of mission orders, absences, overtime, vocational training, office supplies, etc.</p> <p>Provide draft text, formatting, tables, agendas, mail, filing, preparing files, organizing meetings, hosting external and internal visitors, etc.</p> <p>Ensure internal and external communication.</p> <p>Analyze and summarise problems that may arise relating to the service concerned. Propose and/or directly provide a solution.</p>
Training:	Studies attested by a university degree or equivalent professional training and/or equivalent work experience.
Knowledge:	<p>Knowledge of the structure of the Association and of its extracurricular school activities, its organization, its environment and the various stakeholders.</p> <p>Knowledge of archiving and documentation techniques.</p> <p>Knowledge of relevant administrative procedures.</p> <p>Editing know-how.</p> <p>Knowledge of standard computer applications (Excel, Access, Word and Outlook).</p> <p>If possible, knowledge of the Association's in-house computer system.</p> <p>Fluency in French and a very good knowledge of English.</p>
Specific Abilities required:	<p>Organizational and planning abilities.</p> <p>Ability to understand and analyse files.</p> <p>Initiative.</p> <p>Intellectually rigorous. Honest, methodical and organized</p>

	<p>Discretion.</p> <p>Ability to work as part of a team.</p> <p>Ability to communicate clearly, orally and in writing.</p> <p>Flexibility.</p> <p>Ability to understand school children of varying ages.</p> <p>Ability to work in a multicultural environment.</p>
Working Environment:	Numerous contacts with internal staff and external persons.

Communication Officer

Job Title	Communication Officer
Area	General Affairs
Key tasks	<p>Propose a communication strategy and methodology by identifying the Association's target groups and defining their needs.</p> <p>Write briefs, news releases, newsletters, and other types of publications.</p> <p>Communicate on behalf of the Association with the school, its Members and a wider audience, under the responsibility of the Director of the Association.</p> <p>Verify and support the work of the website company in charge of the creation and maintenance of the Association's website.</p> <p>Create simple graphical work and layouts for publications.</p> <p>Develop surveys and present relevant data.</p> <p>Manage databases.</p> <p>Ensure that Association Members have access to information on the services and work of the Association.</p> <p>Archive documents using the appropriate tools.</p> <p>Ensure the visibility of the Association on social networks (Facebook, Twitter, professional networks, etc.).</p> <p>Organize the Association's General assemblies, information evenings, conferences, or any other event organized by the Association.</p> <p>Flexibility, working in tandem with the secretariat of the Board of directors, occasionally participating in meetings as a backup.</p> <p>Assist colleagues from other departments when necessary.</p> <p>Studies leading to a diploma in communication or training / work experience guaranteeing an equivalent level.</p>
Training:	University degree in communications and/or equivalent professional experience.

Knowledge:	<p>Excellent drafting ability in French and English (French and English minimum C1 CEFR). Knowledge of other languages in addition, will be a distinct asset.</p> <p>Knowledge of office, publishing, video, web, etc.</p> <p>Knowledge of archiving and documentation techniques.</p> <p>Knowledge of web applications and CMS (Content Management System)</p> <p>Proven versatility and skills in print, editorial, advertising, event, crisis communication, digital, internal communication.</p> <p>Working knowledge of graphic software (e.g. Adobe) and MS Office, for layout and image management in general, such as editing, layout, management of a photo library, etc.</p> <p>Experience in organizing events.</p>
Specific Abilities required:	<p>Editorial Capacity.</p> <p>Ability to work under pressure.</p> <p>Pronounced analytical and comprehension skills.</p> <p>Have a developed graphic aesthetic sense.</p> <p>Ability to manage a website at the level of a back office / CMS.</p> <p>Versatility.</p> <p>Ability to work with a variety of people.</p> <p>Ability to work independently and on own initiative.</p>
Working Environment:	<p>Numerous internal and external contacts.</p> <p>May be required to work in various locations.</p> <p>Multicultural school environment, requiring sensitivity and different levels of complexity in communication, adapted to the public (children aged 3-18 and parents).</p>

Manager

Job Title	Manager
Area	Canteen, Transport, Extracurricular School activities
Key tasks	<p>Manage, motivate and coordinate a team of employees in order to ensure optimal service quality and the optimal use of human resources.</p> <p>Design, develop, formalize, propose, implement and follow-up objectives and action plans, within the framework set by the hierarchy.</p> <p>Assign human resources according to the workload and the evolution of the projects.</p> <p>Define priorities, communicate with the requesting services and other</p>

	<p>interlocutors and service providers.</p> <p>Anticipate work to be carried out, ensure that the work is done to an appropriate level of quality.</p> <p>Manage specific files.</p> <p>Be an interface with the other administrative entities of the Association.</p> <p>Monitor, coordinate and monitor the budgetary and contractual management of the service</p> <p>Participate in the development of programming for the budget lines managed by the Association.</p> <p>Monitor and manage internal and external communication.</p> <p>Participate in working groups, institutional, interinstitutional committees, etc.</p>
Training:	University degree or equivalent professional experience.
Knowledge:	<p>Knowledge of the structure, organization, environment and the various stakeholders of the Association and of the school.</p> <p>Knowledge of team management methods.</p> <p>Administrative knowledge, such as human resources, management, budget, finance, IT and/or legal aspects, etc.</p> <p>Editorial know-how.</p> <p>Knowledge of standard computer applications (Excel, Access, Word and Outlook) used by the Association, as well as specific in-house computer applications used by extracurricular school activities and/or the other fields of activity.</p> <p>Spoken and written command of French and English.</p>
Specific Abilities required:	<p>Coaching skills</p> <p>Problem-solving ability</p> <p>creative and innovative</p> <p>Ability to assign priorities in order to get to the essential points</p> <p>Ability to anticipate, proactive</p> <p>Good communicator</p> <p>Ability to work well in a multicultural environment.</p> <p>Pronounced sense of discretion and confidentiality.</p>
Working Environment:	<p>Frequent visits to the various working areas.</p> <p>Numerous contacts with internal staff and external persons.</p>

Assistant Manager

Job Title	Assistant Manager
Area	General Affairs, Canteen, Transport, Extracurricular School activities
Key tasks	<p>Ensure the prompt processing of files relating to their area of activity.</p> <p>Evaluate files, following established procedures, using paper and/or computerized documents. Provide finalized files to the decision-making bodies and, if necessary, present them in a reasoned way.</p> <p>Recruit, Monitor and coordinate a team of employees to optimize service quality and the most efficient use of human resources.</p> <p>Manage absences and replacements.</p> <p>Be an interface with various parties.</p> <p>Manage registrations, cancellations and changes</p> <p>Follow up decisions, inform applicants on request of the status of their applications, and draft associated summary reports.</p> <p>Provide administrative services, such as note-taking, preparation of draft notes and reports, linguistic revisions, management of mission orders, absences, overtime, vocational training, office supplies, etc.</p> <p>Provide draft text, formatting, tables, agendas, mail, filing, preparing files, organizing meetings, hosting external and internal visitors, etc.</p> <p>Ensure internal and external communication, such as follow-up emails, telephone requests, mail) etc.</p> <p>Analyze and summarize any problems that may arise relating to the service concerned. Propose and/or directly provide a solution.</p> <p>Manage SMS alerts.</p> <p>EXTRACURRICULAR SCHOOL ACTIVITIES: SPECIFIC TASKS INCLUDE:</p> <p>Organize logistics, such as finding and renting suitable premises for activities.</p> <p>Process the applications received for extra-curricular activities.</p> <p>Organize and follow-up Association events.</p> <p>Evaluate in situ the content and the pedagogical approach used in the activity.</p> <p>TRANSPORT: SPECIFIC TASKS INCLUDE:</p> <p>Monitor and manage the school bus services.</p> <p>Inform parents in case a bus is delayed or cancelled.</p>

Training:	University degree or equivalent experience in the relevant area.
Knowledge:	<p>Knowledge of the structure, organization, environment and the various stakeholders of the Association, its Extracurricular school services and activities.</p> <p>Knowledge of archiving and documentation techniques.</p> <p>Knowledge of administrative procedures related to the fields of activity.</p> <p>Editorial know-how.</p> <p>Knowledge of standard computer applications (Excel, Access, Word and Outlook) used by the Association, as well as specific in-house computer applications used by extracurricular school activities and/or the other fields of activity.</p> <p>In-depth knowledge of French and very good knowledge of English.</p>
Specific Abilities required:	<p>Organizational and planning abilities.</p> <p>Pronounced analytical and comprehension skills.</p> <p>Intellectually rigorous.</p> <p>Initiative.</p> <p>Ability to work as part of a team.</p> <p>Ability to communicate clearly, orally and in writing.</p> <p>Flexibility.</p> <p>Ability to understand children.</p> <p>Ability to work in a multicultural environment.</p> <p>Ability to understand school children of varying ages.</p> <p>Ability to work in a multicultural environment.</p>
Working Environment:	Numerous internal and external contacts

Head-Chef

Job Title:	Chef
Area:	Canteen
Key tasks:	<p>In overall charge of the kitchen: team, organisation and planning.</p> <p>Manage and lead a kitchen team, composed of the deputy-chefs and other workers.</p> <p>Supervise the work of the kitchen.</p> <p>Ensure compliance with hygiene standards.</p>

	<p>Create menus according to the school environment, ensure a balanced composition of dishes and a varied assortment, determine the recipe and method of preparation, take into account seasonal offers and the price of foodstuffs.</p> <p>Produce high-quality, inventive dishes. Ensure that constant high-quality standards are maintained.</p> <p>Order provisions.</p> <p>Negotiate with suppliers and establish relations of trust with them.</p> <p>Manage inventory.</p> <p>Prepare spreadsheets.</p> <p>Follow internal procedures and the ethos of the canteen.</p> <p>Work closely with the canteen manager.</p> <p>Uphold the ethos of the Association and school.</p>
Training:	Diploma in hotel and catering.
Knowledge:	<p>Good manager.</p> <p>Talented, creative cook.</p> <p>Excellent knowledge of hygiene and cleanliness standards (HACCP).</p> <p>Upholds environmental standards.</p> <p>Physically fit.</p> <p>Good knowledge of spoken and written French and English.</p>
Specific Abilities required:	<p>Recruiting and coaching abilities.</p> <p>Ability to anticipate and to react.</p> <p>Intellectually rigorous.</p> <p>Curiosity and creativity.</p>
Working Environment:	<p>Availability requirements.</p> <p>Numerous internal and external contacts.</p>

Supervisor dining area

Job Title:	Supervisor Dining area
Area:	Canteen
Key tasks:	<p>Ensure that each person is present at their post and wearing the correct and clean working clothes.</p> <p>Arrange the pre-service briefing.</p> <p>Allocate tasks to canteen staff in accordance with anticipated demand for</p>

	<p>the canteen.</p> <p>Supervise preparation of the service, implement instructions and operating procedures and resolve any problems that may arise.</p> <p>Ensure that the canteen is welcoming to the teachers, staff and children.</p> <p>During meals, go from table to table to ensure that people are happy with the quality of the canteen.</p> <p>Organise, coordinate and oversee the work of the canteen staff, and be ready to intervene at any stage.</p> <p>Anticipate and resolve any situations that do not conform to the quality of the service.</p> <p>Know in detail how the canteen works in order to identify and correct any problems swiftly.</p> <p>Make reasoned proposals to improve the service quality.</p> <p>Regulate flows between the canteen and kitchen.</p> <p>Be able to adapt to a multicultural clientele.</p> <p>Advise the restaurant manager in the recruitment and training of staff.</p> <p>Act as intermediary between the canteen, the kitchen and the directorate.</p>
Training:	Diploma in hotel and catering and/or extensive professional experience.
Knowledge:	<p>Pronounced sense of customer service.</p> <p>Extensive experience of reception, dining room service.</p> <p>Understand the different cultures represented within the Association and school.</p> <p>Knowledge of conventions.</p> <p>Knowledge of the structure, organization, environment and the various stakeholders of the Association and of the school.</p> <p>Knowledge of regulations, legal procedures, internal rules and practices.</p> <p>Knowledge of management techniques.</p> <p>Spoken and written command of French and English.</p> <p>Excellent presentation.</p>
Specific Abilities required:	<p>Coaching skills.</p> <p>Ability to anticipate, proactive.</p> <p>Ability to react and solve problems.</p> <p>Intellectually rigorous.</p> <p>Good communicator.</p>
Working Environment:	<p>Availability.</p> <p>Required to work in several workplaces.</p>

	<p>Frequent visits to the various working areas.</p> <p>Numerous contacts with internal staff and external persons.</p>
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Deputy Chef

Job Title:	Deputy Chef
Area:	Canteen
Key tasks:	<p>Develop the daily menus, under the overall authority of the Chef.</p> <p>Manage the kitchen team, under the authority of the Chief.</p> <p>Deputise for the Chef when absent.</p> <p>Work with the Chef to develop menus, choose the suppliers and manage the inventory.</p> <p>Ensure that hygiene standards are maintained.</p>
Training:	<p>Diploma in hotel and catering</p> <p>Cooking experience</p>
Knowledge:	<p>Talented cook.</p> <p>Excellent knowledge of hygiene and cleanliness standards (HACCP)</p> <p>Upholds environmental standards.</p> <p>Technical knowledge of kitchen equipment.</p> <p>Physically fit.</p>
Specific Abilities required:	<p>Coaching abilities.</p> <p>Ability to anticipate and to react.</p> <p>Intellectually rigorous.</p>
Working Environment:	<p>Availability requirements.</p> <p>Numerous internal and external contacts.</p>

Serving Staff Canteen/Cafeteria

Job Title:	Serving Staff
Area:	Canteen
Key tasks:	<p>Work under the supervision of the canteen manager and the chef.</p> <p>Prepare sandwiches and salads for the cafeteria.</p>

	<p>Keep food replenished, in line with demand.</p> <p>Comply with hygiene and cleanliness standards (HACCP).</p> <p>Clean and store the kitchen equipment.</p> <p>Act as Cashier, when required.</p> <p>Return unsold food to the kitchen.</p> <p>Deal with leftover food in distribution fridges</p> <p>Check the quality and freshness of foodstuffs that can be used at a later date.</p> <p>Ensure the hygienic storage of foodstuffs in fridges.</p> <p>Check the stock of the cold kitchen and send the orders to the chef.</p> <p>Clean the canteen-cafeteria and the working instruments</p> <p>Maintain order and security in the kitchen</p> <p>Comply with safety standards</p> <p>Report any faults and malfunctions.</p> <p>Participate in working meetings with colleagues and leader(s).</p> <p>Provide suggestions for new preparations, dishes or presentation.</p>
Training:	<p>Diploma in CAP Cuisine</p> <p>Excellent knowledge of hygiene and cleanliness standards</p>
Knowledge:	<p>Knowledge of French and English</p> <p>At least three years' experience as a server</p> <p>Ideally, previous working experience in a school canteen.</p>
Specific Abilities required:	<p>Good commercial skills.</p> <p>Good interpersonal skills</p> <p>Courteous and Friendly.</p> <p>Good work ethic.</p> <p>Ability to work for sustained periods under pressure, while maintaining calm and coolness.</p> <p>Sense of discipline.</p> <p>Good team player.</p> <p>Interested in working in a school environment.</p>
Working Environment:	<p>Internal and external contacts.</p>

Supervisor

Job Title:	Supervisor
Area:	Extracurricular school activities
Key tasks:	<p>Supervise the students who are doing extracurricular school activities such as sport, culture or recreation.</p> <p>Ensure compliance with the internal regulations imposed by the institution where the extracurricular school activities are being done.</p> <p>Supervise the students when the instructors and/or teachers are absent.</p> <p>Assist the teaching and administrative team</p> <p>Listen to the students and be a good communicator</p> <p>Act as intermediary between the pupils, school staff, parents and the Association.</p> <p>Ensure that the pupils know and observe the school rules.</p> <p>Exercise discipline and authority when required.</p>
Training:	Teaching degree or equivalent professional experience in a school environment.
Knowledge:	<p>Knowledge of the structure of the Association and of its extracurricular school activities, its organization, its environment and the various stakeholders.</p> <p>Knowledge of general regulations, legislative procedures, internal rules and practices.</p> <p>Fluency in French and in English.</p> <p>Ability to work in a multicultural environment.</p>
Specific Abilities required:	<p>Ability to teach and coach.</p> <p>Ability to anticipate and react to situations.</p> <p>Intellectual rigor.</p> <p>Good communicator.</p>
Working Environment:	<p>Working outdoors in the recreation area and indoors (canteen, premises dedicated to extracurricular school activities.)</p> <p>Numerous contacts with internal staff and with external persons, such as, parents, instructors etc.</p>

Sports instructors

Job Title:	Sports Instructors
Area:	Extra-curricular school activities
Key tasks:	<p>Teach sport as an extra-curricular school activity, outside school hours.</p> <p>Explain the rules of the game and how to use the sports equipment and materials.</p> <p>Teach the basic skills and the different techniques and tactics of the sport concerned.</p> <p>Develop the training programme, taking into account pedagogical progression.</p> <p>Adapt the teaching methods to the pupils, such as young children, adolescents, and according to the objective (leisure activity, professional training).</p> <p>Ability to convey enthusiasm and passion for sport.</p>
Training:	University degree and/or equivalent professional experience.
Knowledge:	<p>Have personally mastered the sport being taught.</p> <p>Be in top physical condition.</p> <p>Organise sports activities.</p> <p>Develop and improve the performance and skills of individuals or teams.</p> <p>Motivate and manage groups, training courses and / or workshops.</p> <p>Supervise and accompany groups during outdoor activities.</p> <p>Track team movements.</p> <p>Keep up to date on developments in sports.</p> <p>Apply safety rules</p> <p>Maintain the sports equipment.</p> <p>Perform routine administrative tasks.</p>
Specific Abilities required:	<p>Good communication skills.</p> <p>Good teacher.</p> <p>Patience.</p> <p>Be methodical and intellectually rigorous.</p> <p>Observe timetables</p> <p>Good team player.</p> <p>Have a sense of responsibility.</p> <p>Endurance, be able to support prolonged physical exertion.</p>

	<p>Adapt quickly to different subjects, styles, situations or audiences</p> <p>React quickly to unforeseen events</p> <p>Ability to stay calm.</p>
Working Environment:	Indoors, (gym, gymnasium, swimming pool) or outdoors (school yard, sportsground).

Music teacher

Job Title:	Music teacher.
Area:	Extracurricular school activities
Key tasks:	<p>Teach music to students who want to learn how to play, or to perfect their playing of, a musical instrument.</p> <p>Evaluate the progress of each student.</p> <p>Awaken or develop each student's artistic sensitivity through the different musical styles and instruments.</p> <p>Organise an end of tuition concert for students to play in front of an audience.</p>
Training:	University degree and/or equivalent professional experience.
Knowledge:	<p>Play at least one musical instrument</p> <p>Able to teach music to a group of pupils of varying levels of capability.</p> <p>Convey the joy of music and foster the desire to play a musical instrument.</p> <p>Know the different musical instruments, characteristics and sounds.</p> <p>Have a good memory</p> <p>Able to lead a group of pupils to perform a collective work.</p> <p>Ability to identify the needs of the learner, to motivate, encourage and to teach them according to their needs.</p>
Specific Abilities required:	<p>Passion for music.</p> <p>Artistic sensitivity.</p> <p>Musical ear.</p> <p>Sense of rhythm.</p> <p>Good teaching skills.</p> <p>Understanding of psychology.</p> <p>Adaptable and flexible.</p> <p>Patient and kind.</p>

	<p>Good inter-personal and communication skills.</p> <p>Good team worker.</p> <p>Ability to work in a multicultural environment.</p> <p>Authoritative.</p> <p>Good listening skills.</p> <p>Observant.</p> <p>Stress-resistant.</p>
Working Environment:	Indoors.

Activity leader

Job Title:	Activity leader
Area:	Extracurricular school activities
Key tasks:	<p>Organise extra-curricular artistic, cultural, scientific, musical or multimedia activities for children and adolescents.</p> <p>Develop the programme of activities, and adapt it to the requirements of the pupils concerned.</p> <p>Prepare the material and the activity area. Check equipment and report any requirements.</p> <p>Instruct the pupils, supervise and help them when doing the activity. Coordinate exchanges within the group.</p> <p>Assess how well the activity was done, and suggest possible improvements.</p>
Training:	University degree and/or equivalent professional experience.
Knowledge:	<p>Have personally mastered the sport being taught.</p> <p>Organize or implement communication activities</p> <p>Organize events, negotiate prices and reserve places, accommodation and transportation</p> <p>Develop and improve the performance and skills of individuals or teams</p> <p>Motivate and manage groups, training courses, workshops</p> <p>Apply safety rules and administer first aid</p> <p>Maintain equipment in good operating condition</p> <p>Perform routine administrative tasks</p> <p>Speak French and English</p>
Specific Abilities required:	Developed artistic sense

	<p>Good communication skills.</p> <p>Resistant to physical and nervous fatigue</p> <p>Demonstrate creativity, drive, initiative and availability</p> <p>Good team player.</p> <p>Ability to adapt to the different and varying expectations of pupils.</p> <p>Pronounced teaching ability.</p> <p>Patience</p> <p>Methodical and intellectually rigorous.</p> <p>Observe agreed timetables</p> <p>Have a sense of responsibility.</p> <p>Adapt quickly to different subjects, styles, situations or audiences.</p> <p>Respond quickly to unforeseen events.</p> <p>Ability to stay calm.</p>
Working Environment:	Indoors or outdoors.

Dance teacher

Job Title:	Dance teacher
Area:	Extracurricular school activities
Key tasks:	<p>Introduce pupils to the world of dance and develop and foster their love of dance and creativity.</p> <p>Teach a technical and choreographic work to pupils, either in a group or in private lessons.</p> <p>Ensure that learners can properly perform specific dance steps and figures.</p> <p>Teach different styles of dance to pupils of varying abilities, beginners or more advanced.</p> <p>Organize an end of tuition concert where the pupils perform before an audience.</p>
Training:	University degree and/or equivalent professional experience.
Knowledge:	<p>Mastery of a wide musical and choreographic culture, including extensive classical and contemporary works, history of the arts.</p> <p>Knowledge of anatomy and physiology.</p> <p>Passion for singing, music and / or dance.</p> <p>Artistic sensitivity, musical ear, sense of rhythm.</p> <p>Pronounced teaching ability.</p>

	<p>Knowledge of psychology</p> <p>Adaptable and flexible.</p> <p>Patience</p> <p>Good communication and human relations skills.</p> <p>Good team player.</p> <p>Authoritative.</p> <p>Good listening skills.</p> <p>Observant.</p> <p>Stress resistant</p> <p>Healthy lifestyle</p>
Specific Abilities required:	<p>Be a trained dancer.</p> <p>Ability to teach dance and to convey the joy of dancing to pupils of varying abilities.</p> <p>Pronounced chorographical capabilities To be able to lead a group and a collective work.</p> <p>Knowledge of the different dance techniques.</p> <p>Knowledge of the history of dance.</p> <p>To identify the needs of the learner and to propose an adequate training.</p> <p>Have a good memory.</p>
Working Environment:	Indoors.

Transport - Accompanist

Job Title:	Accompanist
Area:	Transport
Key tasks:	<p>Supervise the passengers during the bus journey.</p> <p>Anticipate and avoid risks.</p> <p>Help the passengers, if necessary, to get on and off the vehicle.</p> <p>Ensure the safety of everyone during the journey</p> <p>Inform parents and school management of problems that arise, such as buses running late, etc.</p>
Training:	Teaching qualification or equivalent experience of working with children.
Knowledge:	Knowledge of the structure of the Association and of the school, its organization, its environment and the various stakeholders.

	<p>Knowledge of transport regulations, legislative procedures, internal rules and practices.</p> <p>Fluency in French and in English.</p> <p>Awareness of the different cultures represented in the school.</p> <p>Training in First-aid.</p>
<p>Specific Abilities required:</p>	<p>Respect the agreed timetables.</p> <p>React quickly, calmly and with self-control to any sudden events</p> <p>Strictly apply the company's safety, hygiene and environmental rules.</p> <p>Apply the company's regulations and instructions.</p> <p>Respect the ethos of the company.</p> <p>Integrate into the work environment.</p> <p>Keep up to date on the evolution of the profession.</p> <p>Good communication skills.</p> <p>Maintain discipline during the journey.</p> <p>Ensure that passengers are aware of the need to behave in a respectful way, that they get on and off the bus calmly, do not speak to the driver without urgent reasons and do not shout or engage in noisy play.</p> <p>Ensure that passengers know safety procedures, especially those to be followed when waiting for the bus.</p> <p>Work in a methodical and rigorous fashion.</p> <p>Demonstrate patience and kindness.</p> <p>Ability to adapt to the cultural diversity of the students.</p> <p>Be courteous, good-humoured, patient and kind.</p> <p>Have good presentation</p> <p>Ensure that passengers are registered on the line,</p> <p>Help the smaller children, if necessary, to get on and off the bus.</p> <p>Ensure that seat belts are affixed, if necessary by helping children to buckle them.</p> <p>Ensure that all passengers are seated before the bus leaves, and that they remain seated throughout the journey,</p> <p>Ensure that children without authorisation to go home alone are collected at the stopping point by a member of their family, or by a responsible adult duly authorized by the family. Otherwise, the Accompanist shall apply agreed procedures, which may include keeping the child in safety on the bus until the end of the journey.</p>
<p>Working Environment:</p>	<p>School and school buses.</p>

ANNEX 3: Template Vacancy Notice

Job Vacancy / Date :	Give exact title of post
Date:	Give date from which the post will be filled.
Brief Job description	
Nationality	Candidates must be a national of an EU Member State or hold a valid work permit to work in Belgium.
Educational requirements	<p>Candidates must hold a certificate of secondary education showing that they have successfully completed studies at advanced level.</p> <p>Students who are expected to obtain a certificate of education at this level in the near future are also allowed to participate.</p>
Experience required	
Other requirements, if any	
Address for applications	<p>All applications must be sent to:</p> <p>The Director</p> <p>Association IV</p> <p>Drève St Anne</p> <p>1020 Brussels</p>
Closing date	All applications must be received by 16:00 on dd mm yyyy. This deadline will be enforced strictly.

ANNEX 4: Template salary grid

The Association's posts, except for the Director's post, are aligned with the reference CP302 salary grid.

The reference salary grid can be found at:

http://www.horval.be/userfiles/files/20170101CP302Bareme_web.pdf

The Director's post is aligned with the Directors' salaries of the other Associations.

ANNEX 5: Template financial file

EXCEL Table

BUDGET		YYYY-YYYY		
SERVICE	Transport/Canteen/...			
POSITION	Assistant			
	Per year	For this fiscal year (depending on the starting year)	Remark	
Gross remuneration	€00 000			
Employer contributions	€00 000			
Holiday pay	€00 000			
Moving costs	€00 000			
Eco Cheques	€00 000			
Activa (Belgian government fiscal measure)	€00 000			
Structural reduction	€00 000			
Group insurance	€00 000			
Training	€00 000			
TOTAL	€00 000			

Annex 6: Template EXCEL Table

The following template EXCEL table shall be used to list all of the eligible candidates, except Monitors and Supervisors who are sub-contracted staff.

The eligible candidates shall be ranked in descending order of suitability for the post, based on the Job Description.

EXCEL TABLE

1	Name of Job vacancy:
2	Closing date for applications
3	Total number of applications received
4	Number of valid applications received

#	Budget code: 000000		Knowledge of languages (spoken/written)		Knowledge of software	Training (per job Description)	Experience (per job description)	Personal qualities (suitability for post)	Other criteria (based on job description)	TOTAL POINTS (out of 30)
	First name	Name	French	English						
1										
2										
3										

ANNEX 7: Template Recruitment proposal/draft contract

Association des parents d'élèves de l'école européenne de Bruxelles IV
 Parents Association of the European School, Brussels IV
 Elternvereinigung der Europäischen Schule Brüssel IV
 Associazione dei genitori della Scuola Europea di Bruxelles IV
 Oudervereniging van de Europese School Brussel IV
 Асоциация на родителите на учениците от Европейско училище Брюксел IV AISBL
 Asociația de părinți elevilor de la Școala Europeană de Bruxelles IV AISBL



Contract of employment for an indefinite period

Between the Association of Parents of Pupils of the European School of Brussels IV Laeken AISBL (the Association), Drève Sainte-Anne 86, 1020 Brussels, represented by the Director and by the Vice-President of the Association,

Hereinafter referred to as the employer, on the one hand,

And

Name and address of employee

Hereinafter referred to as the employee, on the other hand,

HAVE AGREED AS FOLLOWS:

Article 1. Purpose of the contract

The employer employs the employee to serve as [title of post] for the Association.

The description of tasks is given in Annex 1, which forms an integral part of this contract. This list is indicative and not exhaustive.

The [title of post] is directly attached to the [title of Manager].

The employee may be required to work in different premises, in particular for external meetings, in accordance with a schedule to be established with their manager.

Article 2. Duration of contract:

Le contrat is valid from ddmmyyyy.

Art. 3. Expiry of contract:

Without prejudice to the standard provisions for ending contractual obligations, the rights and obligations resulting from a contract of employment shall expire at the end of the period of notice given in accordance with the provisions of the law of 3 July 1978.

This contract may also be terminated prior to expiry due to serious cause or force majeure without compensation or notice.

Article 4. Working hours:

The employee will work on school-days in the following time slots:

Monday	Tuesday	Wednesday	Thursday	Friday
09:30–17:30 (including 30 minutes lunch break)	09:30–17:30 (including 30 minutes lunch break)	09:30–17:30 (including 30 minutes lunch break)	09:30–17:30 (including 30 minutes lunch break)	09:30–17:30 (including 30 minutes lunch break)

A total of 37.30 hours per week.

Both parties reserve the right to revisit this schedule according to the requirements of the service.

Article 5. Salary:

The gross remuneration is fixed at the current salary of €x,000 per month [sum in letters].

This amount is subject to withholding tax.

The employee is covered by an "Accident at work" insurance.

The employee has provided the following bank account details and agrees that this remuneration be paid to that bank account:

IBAN code **xxxx xxxx xxx**

BIC code **xxxxxx**

Remuneration is paid at the end of each month. A 13th salary is paid as an end-of-year bonus.

Article 6. Holidays:

The employee is entitled to the statutory holidays described in Belgian law

Legal and extra-legal holidays are compulsory during school holidays (All Saints' Day, Christmas, Carnival, Easter, May, summer holidays).

The 11 additional statutory holidays, such as 11 November, etc. will be replaced by additional holidays as is done for the European Institutions.

Article 7. Use of own car for service reasons:

The use of own car for service reasons will be reimbursed on a mileage basis, in accordance with the fixed rate set down in Belgian regulations.

Article 8. Signatures:

The employee does not have a power of attorney, or any other authority, to sign texts or documents that may engage the Association.

Article 9. Absence due to sickness or accident:

In the event of incapacity to work, the employee shall immediately inform his supervisor or the Director of the Association, from the first day of absence.

Any absence due to sickness or accident must be covered by a medical certificate to be sent to the employer within two working days.

Article 10. Application of Belgian law:

This contract is subject to Belgian legislation governing employment contracts.

Contract drawn up, in duplicate,

Brussels ddmmyyyy.

The Employer**The Employee**

ANNEX 8: Template correspondence to candidates

To a successful candidate

Dear Sir or Madam

I am pleased to inform you that your application for the post of ____ has been successful.

The Administrative Board of Association Brussels IV School (Laeken) has authorised me to offer you the post of ____ with effect from dd mm yyyy.

This offer is subject to the completion of various administrative arrangements, including the signature of a formal work contract.

I would be grateful if you could contact me in the coming days (telephone 02/ xxx.xx.xx) in order to finalise the administrative arrangements.

I look forward to hearing from you soon.

To an unsuccessful candidate

Dear Sir or Madam,

I would like to thank you for having applied for the post of XX with the Brussels IV School in Laeken.

I regret that on this occasion your application was unsuccessful.

The standard of candidates for the post was extremely high.

In the event, we chose the candidate whose profile most-closely matched the job description.

I hope that this will not deter you from applying for future posts with our school.

Kind regards

ANNEX 9: Template performance appraisal

Performance Appraisal

Reference period 01 July yyyy – 30 June yyyy (school year yyyy –yyyy)

NAME, First name:

Job title:

Key tasks¹:

	New (N) or Modified (M) tasks

Involvement in projects :

Linguistic skills :

¹ M: modified task. N: new task

EVALUATION

Competency	
Knowledge needed to do the job.	
Communication skills.	
Mastery of tools needed to do the job.	
Exercise of supervisory tasks ² / Capability to do the assigned tasks.	

Outcome	
Quality of work (rigour, precision, accuracy)	
Extent to which priorities were respected and deadlines met.	

² For Managers

Productivity	
Speed and accuracy in completing the tasks.	

Conduct	
Availability, Reliability and Adaptability.	
Sense of responsibility and professionalism.	
Compliance with rules and procedures.	

OVERALL ASSESSMENT BY FIRST APPRAISER (Director)

Were the objectives:

Met?

Partially-met?

Not met?

Were there any changes to professional activity since the previous reporting exercise?

Level of performance (overall assessment):

OBJECTIVES FOR THE NEXT REPORTING EXERCISE

Operational objectives:

Training objectives:

OTHER OBSERVATIONS ON COMPETENCE, PERFORMANCE AND BEHAVIOUR

Date of interview with the appraisee:

Date of validation by the first appraiser:

Signature of the first appraiser

ASSESSMENT BY THE FINAL APPRAISER (VP Admin)

Date of validation by the final appraiser:

Signature of the final appraiser