



JMB

JOINT MANAGERIAL BODY
For Voluntary Secondary Schools



Annual Review with post holders & Principal's report to BOM



Why Review with Post Holders?

- **Integral part of the MLM structure**
- **Enhances the distributed leadership model**
- **Develops flexibility in meeting the evolving needs**
- **Develops leadership skills and capacities**



What is it ?

Review not appraisal

Opportunity to affirm good practice

Discussion to encourage collaboration,
partnership and participation in L & M

Accountability



Circular 0003/18

Each post holder is accountable to the Board of Management

- For the fulfilment of his/her roles & responsibilities
- For how his/her work contributes
 - (i) To the pedagogic advancement of the school
 - (ii) To the organisational advancement of the school





The Circular requires:

Teacher Annual Report to inform
the review

Review meeting with the
Principal or Deputy Principal

Principal's Annual Report on L&M
to BOM – includes the teacher
annual report

Appendix 3: Annual Report to Inform Review (0003/2018)

Name of Teacher:

Tick level of post: AP I AP II

1. Outline of Roles, Responsibilities and Objectives fulfilled for the period XX to XX:
(since date of appointment to present date)

2. Self-Review of progress in regard to these areas :

Date:

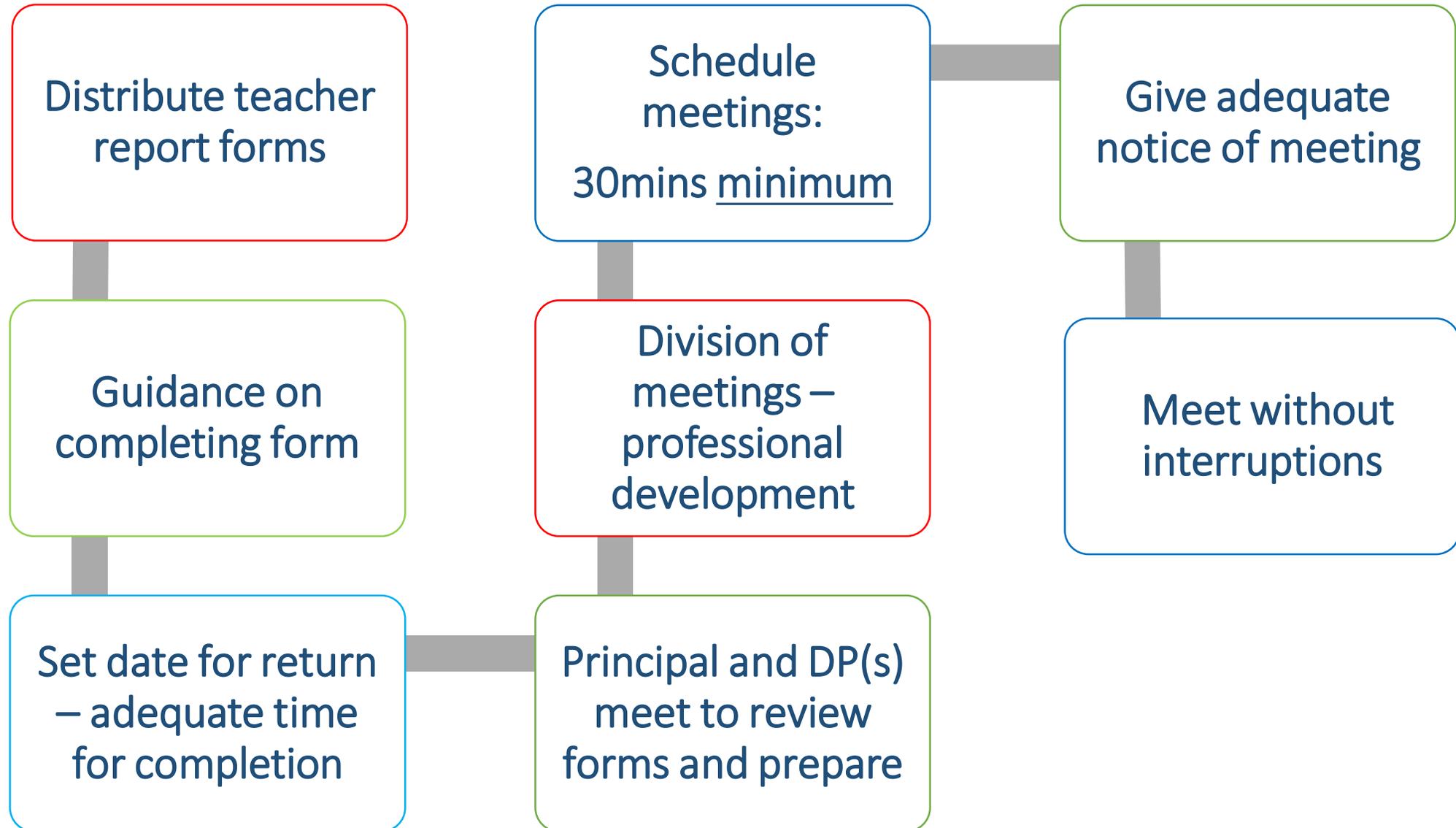
Signature:Teacher

Acknowledgement

of Receipt:Principal

Date:

Preparing for the review meetings



Completing Teacher Annual Report Form

- Request it is completed via email
- One page maximum is suggested
- Advise that this Report will form part of the Principal's annual report to the Board
- Guidance notes attached: Page 1



The Review Meeting



Review meeting must include:

- i. **Review of progress in areas of responsibility –**
roles, responsibilities, objectives
- ii. **Review of the role in context of changing needs**
- iii. **Review of the professional development of the post holder –**
developing leadership skills and capacities





In the review meeting-based on report

- **Concentrate on the positive & affirm good work**
- **Discuss progress in roles, responsibilities, objectives assigned**
- **What has been achieved?**
- **Have the needs and priorities of the school changed?**

Review meeting.....

- **Review professional development of post holder – opportunities to develop leadership skills and capacity**
- **Teams – to what extent involved? Initiative? Opportunities?**
- **Training/supports that might be considered**

Review of progress in the areas of responsibility – **sample questions**

- You have described in your report areas that went well for you; would you like to elaborate on any of these areas?
- In fulfilling the role what has been the most satisfying aspect of the responsibilities?
- You have outlined areas of your role that have presented the most challenges, what strategies will you employ to deal with these challenges next year?

Review of the role in the context of the changing needs of the school

- Given the evolving needs of the school do you feel that there are aspects of your responsibilities that need emphasis or change?
- Considering the changing needs of the school, I wish to discuss with you the assigned objectives of your role(s) and responsibilities.
- I wish to discuss with you the assigned objectives and their continued relevance/ and suggest a new emphasis/ to bring clarity to some of them.

Review of professional development of the post holder

- How has the performance of the assigned roles and responsibilities contributed to your professional development, in particular, your leadership and management skills?
- Is there assistance or support you would like to have available for you, for example, in-service, coaching, mentoring, materials etc?

Conclusion of Review Meeting



Affirmed in the role

Full understanding of what
is expected of them

Focused on contributing to
the leadership and
management of the school

Inspired to do great things

If underachieving....

- **Do not ignore**
- **Should not be the first-time performance issues have been raised**
- **Opportunities for improvement throughout the year**
- **Training/supports that might be considered**
- **Clear objectives**
- **Follow up meeting**

Considering Disciplinary Action?

- Evidence of poor performance is needed
- Record of meetings held?
- Supports offered?
- Required improvement spelled out?
- Given opportunities to improve?
- No improvement, consider disciplinary action
- Or try other R&Rs?

Re-Assignment by Principal

- Specific role has expired
- Evolving needs and priorities
- The post holder may request re-assignment
- Developing leadership skills & capacities within a number of leadership roles
- Re-assignment is done by the Principal





0003/2018

6.3

The **Principal** will consult with the appointee or post holder and will have regard to the current needs and priorities of the school as determined by the process set out in Section 4 of the circular.

6.4

The **roles, responsibilities and objectives** associated with the post should be discussed during the consultation with each post holder and may be linked to school self-evaluation and some strategies used in school self-evaluation may be applicable.

Consultation



Influence

- Know desired outcome
- Effective planning
- Facts
- Anticipate arguments



- Actively listen
- Confidence
- Credibility
- Eye Contact
- Avoid insistent tone

How much consultation.....



IMPORTANT NOTICE

“The Roles and Responsibilities shall be commensurate with the level of the post” Par. 6.3

Dispute

Appendix 2 0003/2018 Template Statement

**Par. (3) Teacher may appeal the issue to the BOM
or
may process it through the Grievance Procedure**

Assignment / Re-assignment

- Complete new statement of roles, responsibilities & objectives

or

- Append to existing statement if only minor changes

Principal's Report to the Board on Leadership and Management

Guidance Notes
pages 5 & 6

