

POST HOLDER ANNUAL REPORT TO INFORM THE REVIEW

It should be noted that this report will form part of the Principal's annual report to the board of management on leadership and management in the school.

The suggested length of the report is one page maximum.

There are two areas that comprise the annual report:

- i. Outline of roles, responsibilities and objectives fulfilled for the school year 2019/20 or from date of appointment if appointed during the year.
- ii. Self-Review of progress in regard to the roles, responsibilities and objectives.

The post holder **might** consider **some** of the following when making a response under (i) and (ii) above:

It is not necessary to deal with all the points below. Choose those relevant to your post. In some areas bullet points will suffice.

Progress in the role(s), responsibilities and in fulfilling the objectives set.

- Focus on what you did in fulfilling the role(s), responsibilities and objectives.
- What were your achievements?
- What were your greatest/significant accomplishments this year?
- Support and promotion of the school ethos. To illustrate: one or two examples of how the values (espoused in) the ethos were fulfilled.
- Contribution to teaching and learning
- Contribution to the organisational advancement of the school
- In fulfilling the post, how you contributed to student care, to the development of student voice, to participation and leadership
- Support of best practice as set out in LAOS

Self-Review of progress.

- Reflect on your personal achievements in fulfilling the roles, responsibilities and objectives. Use this opportunity to discuss any challenges or constraints experienced.
- Were all the assigned objectives met?
- What area did you enjoy working on most?
- What have you learnt?
- What are some things you would have done differently looking back?
- What skills would you like to develop next year?
- Are the assigned roles, responsibilities and objectives still relevant to the current/changing needs of the school?
- How has the role contributed to your professional development, to your leadership skills and capacities? e.g. new skills, opportunity to lead, working with a team etc

REVIEW MEETING

The post holder's annual report will inform this review meeting and the meeting must include:

- (i) Review of progress in the areas of responsibility
- (ii) Review of the role in the context of the changing needs of the school
- (iii) Review of professional development of the post holder - development of leadership skills and capacities

The review may result in some reassignments or amendment of objectives given the evolving needs and priorities of the school or where a new role is assigned.

Providing opportunities for post holders to build on and develop leadership skills and capacities within a number of leadership roles may be challenging, but this is an important element of the post holder's professional development.

Some other areas for discussion might include, not a requirement, some of the following:

- The creation of a positive school climate.
- Improvements in the outcomes for learners.
- The alignment of roles and responsibilities with the school's needs and priorities e.g. to direct attention to certain objectives.
- How the leadership/management structure is aligned (or not) with best practice as in LAOS. (The post holder who is well versed with LAOS).
- How the fulfilment of the assigned role(s) is informed by the school ethos.
- Student care, learning and teaching.
- Development of student voice, participation and leadership.
- Flexibility in meeting the evolving L&M needs of the school.
- Enhancement of the distributed leadership model in the school.
- How the leadership and management responsibilities have been distributed in a manner that supports and encourages partnership.

Sample questions that might be used, SELECTIVELY, to stimulate discussion on the report submitted by the post holder:

Review of progress in the areas of responsibility

- 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?

Other areas

- Do you feel part of the L&M team? If not, why not? **or** Do you feel you are a valued member of the L&M team?
- How can the effectiveness of the team(s) be improved? Suggestions?
- If there was one thing you could change about the last year what would it be?
- How do you feel about getting feedback?
- How do you see your role contributing to teaching and learning?
- Do you see the MLM structure contributing to student care?
- The development of student voice, participation and leadership is a priority in our school. In what way might your post support this?

THE PRINCIPAL'S REPORT ON LEADERSHIP AND MANAGEMENT

The following is a suggested layout.

Introduction

- i. State the number of posts at API and APII level.
- ii. A list of the post holders, the level of their post and a summary of their roles and responsibilities.
- iii. Name and category of new post holders in the current year.
- iv. Has everyone been issued with the Statement of Roles and Responsibilities as in Appendix 2; 0003/2018? If not, why is this the case?
- v. Has everyone signed the Statement of Roles and Responsibilities issued to them? If not, state what is being done about that. (Do not identify anybody. Article 18, Articles of Management.)
- vi. The filling of vacancies in current year – number of posts, number of candidates, number of days interviewing etc.
- vii. Detail issues, if any, in the filling of vacancies in the current year e.g. appeals. (Do not identify anyone involved in an appeal process or dispute.)
- viii. Identify any current or upcoming vacancies.

Main Content of the Report

The content should focus on the standards, or some of the standards at least, under each domain in LAOS and what has been achieved in the key leadership and management areas/functions in the school.

Suggested Headings:

- i. Leading Teaching and Learning
- ii. Managing the organisation
- iii. Leading school development
- iv. Developing leadership capacity

The following are an example of topics that might be included.

- The revised MLM structure and how it has contributed to the creation of a positive school climate.

- How the revised MLM structure has contributed to improvements in the outcomes for learners.
- The extent to which the MLM structure has supported the principal and deputy principal(s) in their roles.
- The alignment of the current roles and responsibilities with the school's identified needs and priorities.
- The alignment (or not) of the leadership and management roles, responsibilities and structure with best practice as set out in LAOS.
- Is there greater flexibility in meeting the evolving L&M needs of the school?
- Has L&M structure in the school enhanced the distributed leadership model in the school?
- Are the leadership and management responsibilities distributed in a manner that supports and encourages partnership?
- Is the current MLM structure enabling the development of the leadership skills and capacities of post holders?

Conclusion

Summary comments – what has worked well and what needs to be addressed.

(Do not criticise anybody even where they are not named. Article 18, Articles of Management.)

Appendices

The Annual Reports received from the post holders.

It is recommended that post holders are made aware that the individual reports will form part of the principal's report on leadership and management.

Circular 0003/2018 states:

'These reports will form part of the principal's annual report on leadership and management in the school to the board of management'.