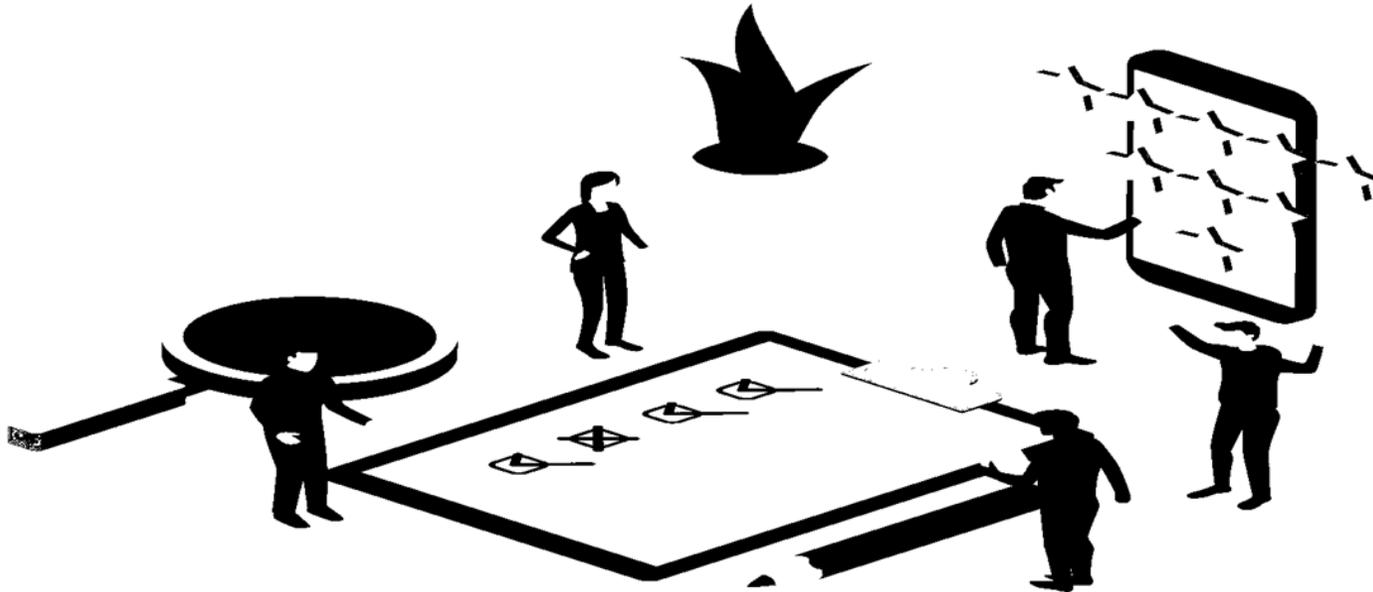


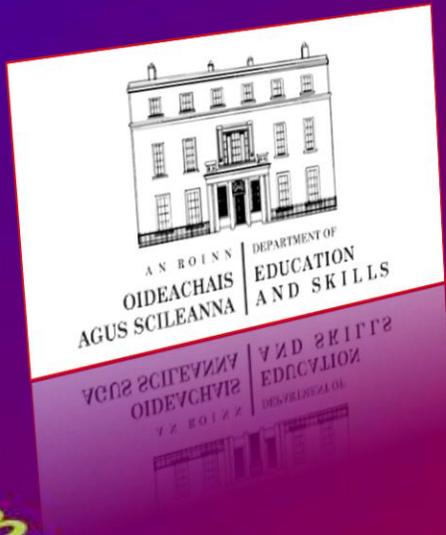
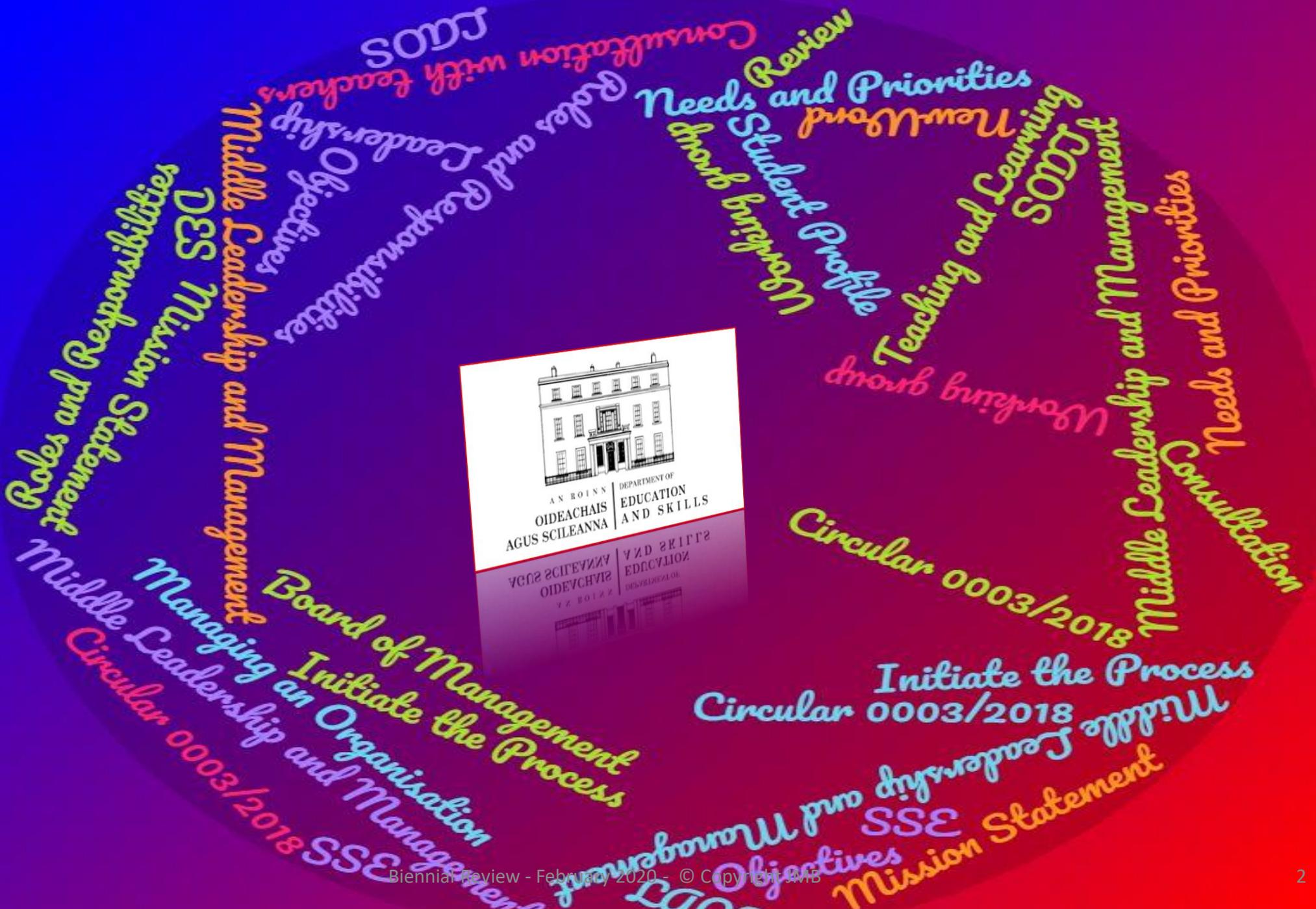


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JOINT MANAGERIAL BODY
For Voluntary Secondary Schools

Biennial Review







Leadership and Management in Post-Primary Schools

Circular 0003/2018



“The term ‘school leaders’ typically refers to formal leadership roles including teachers with posts of responsibility who carry out roles and responsibilities integral to the administration, management and leadership of the school. Therefore, both leadership and management roles are considered at all times as serving the schools **core work: learning and teaching**” P. 3 0003/2018

Timeline to Complete Biennial Review

6-8
WEEKS

The required consultation process **should** be completed within 6 to 8 weeks and will inform

- i. the leadership and management needs and priorities of the school
and
- ii. the roles and responsibilities which need to be performed for the effective leadership and management of the school

iii. Timeline





Timing of Review

Anniversary date

- A review process shall occur at **least once every two years** or when the BOM determines that a significant restructuring is required 4.1 0003/2018

- Establish the date from BOM minutes when the last review of Leadership Needs & Priorities and Roles and Responsibilities was completed

4.4 & 6.1 0003/2018

- **Grounds for Appeal 16.1(a):**

Failure to consult staff on the roles and responsibilities as set out in 4.1

2
years

- Do not advertise a post after the two year deadline unless review completed

Terminology

**Leadership and Management Needs
and Priorities**

Roles and Responsibilities

**Statement of Roles, Responsibilities
and **Objectives** for each post-holder**

Who does Biennial Review with Teaching Staff

- 1. Review of Leadership and Management Needs and Priorities**
- 2. Roles and Responsibilities**



.....After the Biennial Review

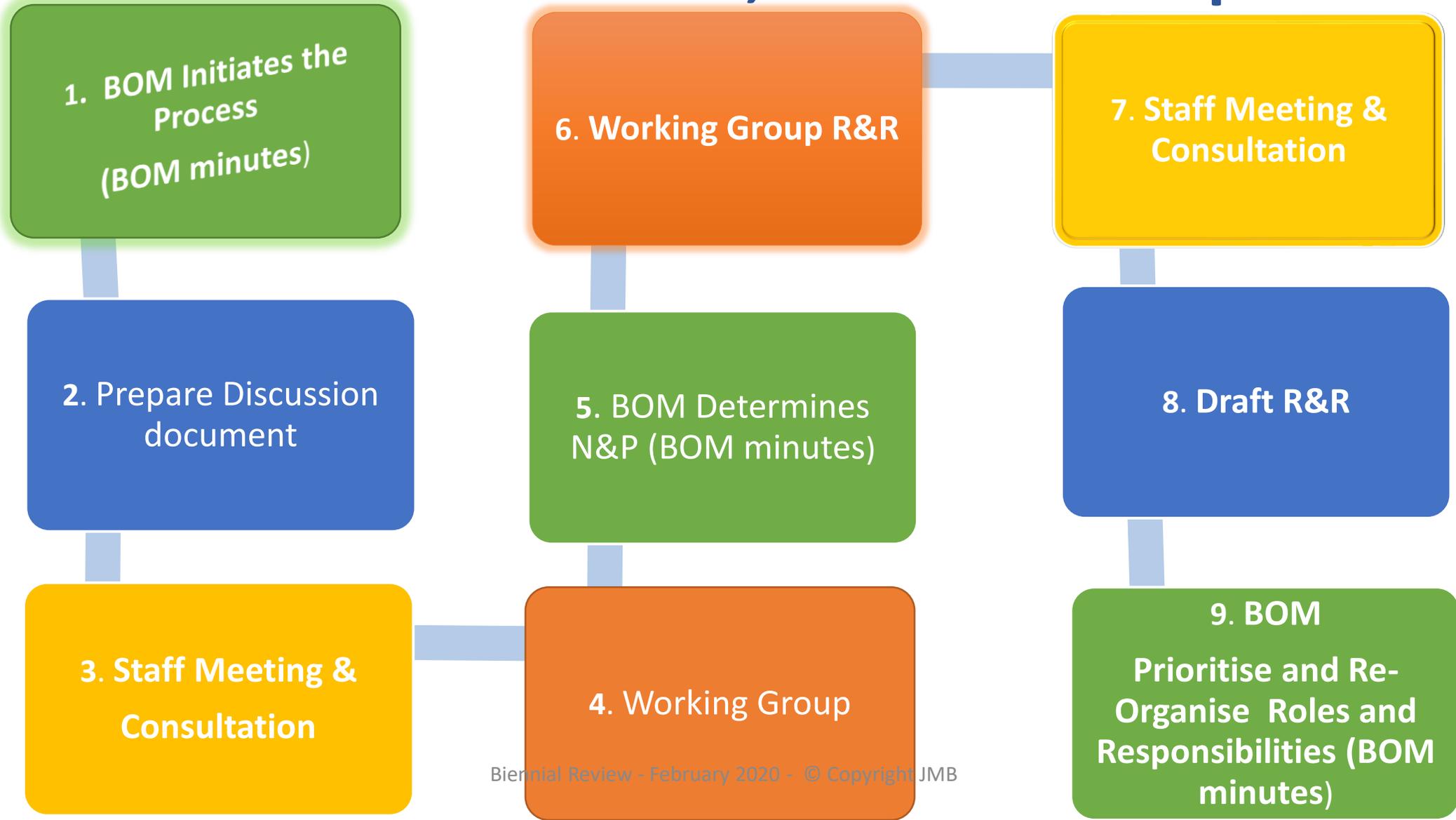
- Assignment/Reassignment (could be done at Annual Review meeting with each individual post holder)**

- Statement of R&R and Objectives**

- List of post-holders, the level of their post and a summary of R&R shall be posted on notice board**

- Annual Review with individual post holders**

Review of Needs & Priorities, Roles and Responsibilities



Board of Management

- The Board of Management manages the school on behalf of the patron and is accountable to the patron and the Minister. The Board must uphold the characteristic spirit (ethos) of the school and is accountable to the patron for so doing. **The principal is responsible for the day-to-day management of the school, including providing guidance and direction to the teachers and other staff of the school and is accountable for that management** s.15(2)(b)Ed. Act.
- The Board of Management initiates the process P4.1 0003/2018
- The Board of Management can and should play a key role in improving standards in the school P 4.2 0003/2018

Discussion Document

When identifying the leadership and management needs and priorities of the school, developed through the process described in 4.1 (i), Boards of Management, as appropriate, shall firstly have regard to legal obligations and **may have regard to**

- the school's Mission Statement and its aims and objectives;
- the student and curricular profile of the school;
- requirements of the DES and its agencies;
- roles being carried out by current post holders and contractual responsibilities being undertaken by other members of staff;
- legal obligations; P. 4.2 0003/2018

Consultation with teaching staff

- I. Clarify Role of the BOM
- II. Clarification(s) on discussion document
- III. Circular 0003/2018
- IV. LAOS – the statements of practice –leading learning and teaching
- V. Outline of proposed process and invite active engagement at all stages
- VI. Consultation on Identification of leadership and management needs and priorities
- V11. Consultation on Roles and Responsibilities



Outline of Consultation Process

- ✓ Staff Meetings
- ✓ Have a designated e-mail for working group* members
- ✓ Invite staff to contribute outside of formal meetings
- ✓ Electronic surveys/Google docs/Shared files/etc.
- ✓ Regular feedback to staff



Consultation

Consultation

Consultation.....



Circular 0003/2018

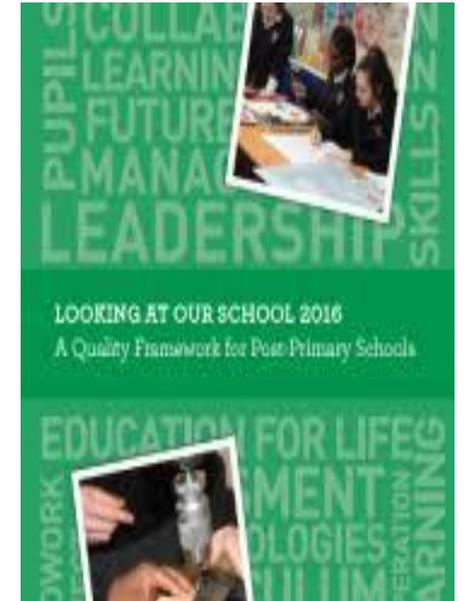


Looking at Our School 2016 – *A Quality Framework*



The statements of practice – leadership and management

Pages 22,23,24,25,26,27,28,29



Brainstorming



- **Individual**
- **Groups**
- **Composition of groups**
- **Share information**
- **Feedback**
- **Agree members of working group**

Looking At Our School 2016



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LAOS	LAOS	LAOS	Consultation at Staff Meeting
Dimension No. 2	The 4 Domains	The 4 Standards in each	Identify Leadership and Management Needs & Priorities
Leadership and Management	1.Learning and Teaching	Promote a culture of improvement, collaboration, innovation and creativity in learning, teaching, and assessment	<ul style="list-style-type: none"> 1 Leading Teaching and Learning 2.Student Academic Achievement 3.Academic Tracking 4.Intake to first year from primary schools – transfer data, testing, exemptions in Irish 5.Student Mentoring 6 ICT, e-Learning and Digital Framework 7. Junior Cycle 8. Curriculum Development 9. Staff sharing practice 10.Promote innovation and creativity 11.Celebrate achievements

4



- 1) LAOS Framework
- 2) Additional L&M Needs and Priorities
- 3) Refine L&M Needs and Priorities
- 4) Invite staff to prioritise * N&P
- 5) Finalise list of Leadership and Management Needs and Priorities
- 6) Share with staff
- 7) Principal refers list to BOM

Working Group: LAOS

L&M Needs and Priorities	Domain	Standard
Curriculum Development	Leading Teaching and Learning	Foster a commitment to inclusion, equality of opportunity and the holistic development of each student. Support student’s educational, social and personal well-being to help students reach their full potential. Allocate appropriate time for each subject on the school timetable in line with syllabus/subject guidelines.
	Managing the Organisation	Ensure awareness of statutory obligations and compliance with legislative and policy requirements. Ensure values of the school enshrine equality, fairness and justice for all students and are in accordance with school’s ethical standards.
	Leading School Development	Manage, lead and mediate change to respond to the needs of the school and to changes in education. Build and maintain relationships with parents.
	Developing Leadership Capacity	Empower staff to take on and carry out leadership roles. Encourage teamwork and motivate staff teams and working groups. Facilitate the development of student voice, participation and leadership.

Board of Management Meeting



Feedback from Principal on staff consultation See 4.3 0003/2018



Discussion and amendments*



BOM determines the leadership and management needs and priorities



“The full list of identified leadership and management needs and priorities as determined by this process, shall also be placed on the staff noticeboard and **shall be updated as necessary”** Paragraph 4.4 Circular 0003/2018

Leadership and Management Needs and Priorities

Approved by Board of Management on {date} _____

Posted on Staff Noticeboard: {date} _____

Signed: _____ Secretary, BOM

Extra-Curricular Activities

Faith/Ethos Development

GDPR and Compliance

ICT

Junior Cycle

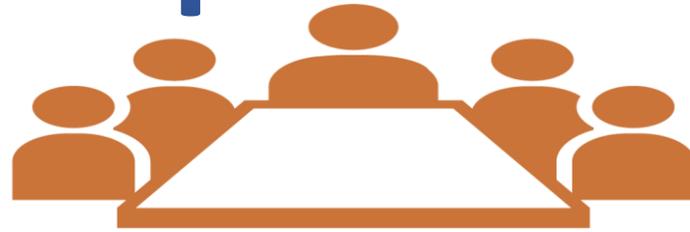
Leading Learning and Teaching

Parent Council

Policy Development and Review

Etc.

Consultation with Working Group on Roles and Responsibilities



Working group

Roles and Responsibilities compiled from the list of identified leadership and management needs and priorities as approved by BOM and posted on staff notice board

P 4.4 0003/2018



- It is usual that the number of Roles and Responsibilities will exceed the number of posts allocated to the school
- Roles and Responsibilities should not be categorised as AP1 or AP11 (discretion of Principal and done on assignment)
- Principal assigns Roles and Responsibilities and Objectives to individual post holders and the objectives on are determined by the Principal assignment
- More than one Role may be assigned to post holder(s)

7

Staff Meeting

Consultation on emerging Roles and Responsibilities



8



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**Principal finalises list
of Roles and
Responsibilities for
BOM meeting**

BOM Meeting



It is a matter for the BOM , as employer, to prioritise and re-organise the appropriate roles and responsibilities for the post of responsibility holders to meet the changing leadership and management needs and priorities of the school. 6.1 0003/2018

Roles and Responsibilities {date approved BOM}

Role	Responsibilities
Award, Reward and Positive Affirmation	Promote a culture of improvement, collaboration, innovation and creativity in learning, teaching, and assessment. Foster a commitment to inclusion, equality of opportunity and the holistic development of each student and build and maintain relationships with parents.
Curriculum Development	Manage the planning and implementation of the school curriculum and manage, lead and mediate change to respond to the evolving needs of the school and to changes in education. Promote a culture of improvement, collaboration, innovation and creativity in learning, teaching, and assessment.
Year Head	Overall responsibility for a year group while maintaining an orderly, secure and healthy learning environment in a manner that demonstrates equality, fairness and justice. Promote a culture of improvement and foster a commitment to inclusion, equality of opportunity and the holistic development of each student.
Etc.	Build and maintain relationships with parents.

Appendix 2: 0003/2018

Statement of Roles & Responsibilities & Objectives



The statement shall be completed on initial assignment or subsequent re-assignment of the post holder

Setting Objectives



Specific

S



Measureable

M



Attainable

A



Relevant

R



Time Based

T





Middle Management and Leadership Team

Name	Level	Role	Responsibilities
J. Smith	AP1	Leading Learning and Teaching	Promote a culture of improvement, collaboration, innovation and creativity in learning, teaching, and assessment. Facilitate and encourages staff to critique their individual practice as leaders of learning and teaching. Lead change to respond to the evolving needs of the school and to changes in education.
S. Perry	AP1	Policy Development and Review	Lead change to respond to the evolving needs of the school with a commitment to inclusion, equality of opportunity, the holistic development of each student, equality, fairness and justice. Lead the school's engagement in a continuous process of self-evaluation, which encourages staff to critique their individual practice as leaders. Empowers school partners to take on and carry out leadership roles in Policy Development and Review.

Should post holders retire/resign they are removed from the Middle Leadership and Management Team list and their assigned roles and responsibilities are returned to the list of roles and responsibilities which may/may not be assigned /re-assigned depending on the needs and priorities of the school at that time.