To: The Chief Executive Officer of each Vocational Education Committee

Implementation of revised in-school management structures in vocational schools and community colleges.

The Agreement on Pay and Conditions of Teachers under Clause 2(iii) of Annex 1 of the Programme for Competitiveness and Work contained proposals in relation to in-school management.

The Minister for Education and Science now authorises the implementation of the revised in-school management structures in vocational schools and community colleges.

These proposals are aimed at improving significantly, through restructuring, in-school management in second level schools and respond to teacher union claims for improved career structures and opportunities for teachers and increased payment for post holders.

The objectives of this restructuring include:

- matching the responsibilities of the posts more clearly to the central tasks of the school and the clear specification of responsibilities for various posts focusing on the provision of opportunities for teachers to assume responsibility in the school for instructional leadership, curriculum development, the management of staff and their development, and the academic and pastoral work of the school.

The current structure of posts of Principal, Vice-Principal, Grade A and Grade B will be replaced by grades of Principal, Deputy Principal, Assistant Principal and Special Duties Teacher respectively.

The current schedules for the allocation of posts to schools, which are based on points categories of schools, will be replaced by schedules based on the numbers of approved teacher posts in schools. Details of the revised schedules for second level schools together with the method of calculation of wholetime teacher equivalents for the purpose of calculating the level of allowances of Principal and Deputy Principals and generating posts of Assistant Principal and Special Duties teacher are contained in Circular 21/98.

RATES OF ALLOWANCES

The rates of allowances for posts in the revised structure will be set by increasing the current rates of allowances for corresponding posts by 28%. In addition the minimum rate of allowance for Principals will be increased and the cap on Principals' and Deputy Principals' allowances will be raised. Rates of allowances for Principals and Deputy Principals will be set by reference to the approved number of teachers on the staff of the school.

Increased allowances for Principals and Deputy Principals will be implemented in three equal phases from 1 September, 1996, 1 September, 1997 and 1 September, 1998.
Increased allowances for Assistant Principal and Special Duties Teacher will be implemented in three equal phases from 1 January, 1997, 1 September, 1997 and 1 September, 1998.

In order to qualify for payment of the revised rate of allowance, Principals, Deputy Principals and other post-holders will be required, in accordance with their contracts, to undertake the assigned duties and responsibilities appropriate to their posts.

If, in exceptional circumstances, the CEO cannot certify that an existing Principal, Vice-Principal or post-holder is carrying out assigned duties appropriate to his/her post, the Principal, Vice-Principal or post-holder may retain his/her existing allowance provided that he/she continues to carry out his/her existing duties.

Full details of the allowances payable and the conditions for the payment of such allowances are contained in Circular 22/98.

**CONDITIONS GOVERNING PROPOSALS**

The revised in-school management arrangements are subject to the following conditions relating to

(a) the responsibilities and duties attaching to the posts and
(b) appointment to the posts.

**Responsibilities/Duties**

The Principal, Deputy Principal and holders of posts of responsibility will together form the in-school management team for the school.

The Principal has overall responsibility under the CEO for the day-to-day management of the school.

All post-holders will, in accordance with their contracts undertake the duties of the grade of post to which they are appointed.

In assigning the duties to Assistant Principal and Special Duties Teacher posts, the duties should be inclusive so as to be open to applications from all eligible members of the teaching staff. Duties will be assigned in accordance with the Revised Teachers’ PCW proposals which are set out in Appendix 1.

The duties of a post may be varied from time to time, following a consultative process, as the needs of the school require subject to the revised post carrying, in general, the same level of responsibility as the previous one.

The schedule of post duties and the names of those who will undertake the duties shall be approved formally by the CEO and a copy forwarded to the Department of Education and Science.

**Appointments**

Appointment to all posts will be made through the formal selection procedures.

In the case of a vacancy occurring in the Principalship, the post will be filled by way of open competition.

At present in vocational schools vice-principalships are filled either from within the VEC scheme or, more likely, through open competition. In designated Community Colleges vice-principalships are filled through open competition.

In filling vacancies for Deputy Principals existing practice (as for vice-principals) will be
continued. However, the decision as to whether a post should be filled from within the Scheme or through open competition will be determined by the number of teachers in the school rather than on the points rating as heretofore. In future, vacancies for Deputy Principal in vocational schools with 10 teachers or less will be filled from within the Scheme while vacancies in schools with 11 or more teachers will be filled through open competition. This figure relates to the number as determined by reference to the calculation of wholetime teacher equivalents referred to in Circular 21/98.

In the case of other posts, vacancies will be filled from among the teachers in the school.

Advertising vacancies for Assistant Principal and Special Duties Teacher posts

All permanent teachers on the staff of the school with a minimum of three and one year’s wholetime teaching service are eligible to apply for Assistant Principal and Special Duties Teacher posts respectively.

Notice of the vacant post shall be posted in the school for a period of not less than 5 school days, i.e. days on which the school is in operation for pupils.

Every reasonable effort shall be made to bring the vacancy to the attention of all eligible teachers. Members of staff on approved leave are eligible to apply and, therefore, a copy of the notice of the vacant post should be sent directly to the designated contact addresses of such teachers.

The notice shall specify the closing date for receipt of written applications which should not be earlier than ten school days after the initial date of posting of the notice in the school.

The notice shall specify the category of the post.

Transitional Arrangements

In regard to the initial appointments to the posts the following arrangements will apply:

(a) All existing Principals and Vice-Principal respectively provided they are prepared, in accordance with their contracts, to undertake the assigned duties and responsibilities appropriate to those posts.
(b) Existing Grade B Post-holders and Grade A post-holders may be appointed to the new grades of Special Duties Teacher and Assistant Principal, respectively, provided they are prepared, in accordance with their contracts, to undertake the assigned duties and responsibilities appropriate to those posts.
(c) In the case where the number of new Assistant Principal posts is greater than the number of existing Grade A posts, appointment to the additional Assistant Principal posts will be by way of the agreed selection procedures confined initially to existing Grade B post-holders.

MONITORING OF THE REVISED ARRANGEMENTS FOR IN-SCHOOL MANAGEMENT

The proposals on in-school management involve substantial additional payments to Principals, Deputy Principals and other post-holders aimed at significantly improving in-school management in second level schools. The Department of Education and Science needs to ensure that the objectives of in-school management restructuring will in fact be achieved.

In order to carry out the necessary monitoring of the operation of revised in-school management arrangements the Department of Education and Science will periodically obtain from school authorities the schedule of posts of responsibility attaching to the school. Certification will be sought that the school authorities are satisfied that, insofar as possible, the necessary in-school management duties are being carried out through the implementation of the school's in-school management arrangements.

In the case of individual appointments to posts of responsibility, schools should, when seeking sanction for the appointment, submit a copy of the list of duties of the post.
In conjunction with school management and teacher organisations at national level, the Department of Education and Science will examine the operation of the revised in-school management arrangements on a regular basis with a view to ensuring that the system is operating satisfactorily.

DISSEMINATION OF CIRCULAR

You are requested to ensure that copies of this circular are provided to the appropriate representatives of parents and teachers for transmission to individual parents and teachers.

John Dennehy,
Secretary General.
April, 1998.
APPENDIX ONE

NATIONAL CRITERIA FOR LEVEL AND TYPES OF DUTIES FOR POSTS OF ASSISTANT PRINCIPAL AND SPECIAL DUTIES TEACHERS

1. The duties attached to posts should be such as to meet the administrative, pastoral and curriculum needs of the school.

2. The definition and list of duties attached to the schedule of posts decided by the Board of Management should be inclusive so as to reflect the individual circumstances of the school and be open to applications from all eligible members of the teaching staff.

3. Duties should reflect the grade and level of responsibility entailed by the post, taking into account the size and needs of the school.

4. The following are duties and responsibilities appropriate to posts. In larger schools, duties marked with asterisk are appropriate for Assistant Principal posts. Schools may combine duties for one post-holder or may assign more than one post-holder to a duty depending on the size of school and the level of responsibilities.

5. Duties and responsibilities appropriate to posts include:

   Year Heads*
   Assistant Year Heads
   Class Tutor
   Responsibility for timetabling arrangements*
   Responsibility for enrolment and monitoring of absenteeism*
   Co-ordinator of school plan*
   Subject Co-ordinators
   Curricular Programme Co-ordinators*
   Co-ordinator of Staff Development Programmes
   Co-ordination and implementation of school policies, e.g. discipline*
   Co-ordinator of Work Experience Programmes, including placement duties*
   Organisation/promotion of cultural activities*
   Organisation/promotion of sporting activities*
   Budgetary/Financial Administration Assistant*
   Organiser/co-ordinator of external school visits
   Examinations Secretary*
   State Examinations co-ordinator
   School Examinations co-ordinator
   Administration of School Library*
   First Aid and Safety Officer (Fire Drills, etc.)
   Liaison with Parents' Associations
   Liaison with Department of Education and Science
   Liaison with local community /press
   Supervising the maintenance of and availability of school equipment
   Supervising the maintenance and availability of facilities such as laboratories, PE, halls, etc.
   Stock Control
   Co-ordination of school transport
   Administration of special assistance schemes, e.g. free books.

The above list is not exhaustive.