

DEPARTMENT OF EDUCATION
PRIMARY BRANCH

TO BOARDS OF MANAGEMENT AND PRINCIPALS OF NATIONAL
SCHOOLS

IMPLEMENTATION OF REVISED IN-SCHOOL MANAGEMENT
STRUCTURES IN PRIMARY SCHOOLS

1. Proposals for the implementation of revised in-school management structures in primary schools were made as part of the Agreement on Pay and Conditions of Teachers under Clause 2(iii) of Annex 1 of the Programme for Competitiveness and Work, published in February, 1996. The proposals were accepted by the INTO and the CPSMA. Accordingly, the Minister for Education now proposes to implement the revised in-school management structures in primary schools.
2. Purpose of revised arrangements

Consistent with proposals contained in the White Paper, "Charting our Education Future", the revised arrangements are designed to :

 - * match the responsibilities of the posts more closely to the central tasks of the school, and the clear specification of responsibilities for various posts,
 - * focus on the provision of opportunities for teachers to assume responsibility in the school for instructional leadership, curriculum development, the management of staff, and the academic and pastoral work of the school,
 - * establish selection procedures for vice-principals and post holders, with the aim of ensuring that the most suitable people are appointed.

3. Details of revised arrangements

The revised arrangements will be introduced in two phases as follows:

3.1. Phase 1.

- 3.1.1 Under phase 1 of the restructuring arrangements, every school with 3 or more authorised teaching posts, with the exception of 3 teacher schools which already have vice-principals, may appoint a teacher to a Grade B post with effect from 1st January, 1997 unless the school has a serving member of staff who holds a post of responsibility allowance on a personal basis. The appointment must be made in accordance with new appointment procedures which have been agreed as part of this overall restructuring arrangement, and which are detailed at Appendix B.

A post of responsibility allowance is any one of four as follows: a principal's (privileged assistant), vice-principal's, a Grade A or Grade B allowance.

Currently, an allowance is held on a personal basis when the points rating of a school has declined to a point where the post is no longer warranted.

3.2. Phase 2

- 3.2.1 Phase 2 of the restructuring arrangements will be implemented with effect from 1st September, 1998.
- 3.2.2 Under this phase, the determination of the number of posts of responsibility will be achieved by reference to the number of authorised teaching posts assigned to a school as at 30th September of the previous year. Authorised teaching posts include all mainstream teaching posts, which are determined by reference to the previous year's enrolments, and all ex-quota posts, including ex-quota special education posts.

The schedule detailing the number of authorised posts required to appoint a teacher to a post of responsibility is attached at Appendix A.

It is emphasised that this schedule becomes operative with effect from 1st September, 1998.

4. Revised appointment procedures

The new in-school management structures provide that, with immediate effect, appointments to posts of responsibility other than to a principalship, will be in accordance with the agreed procedures as set out at Appendix B.

Further information

Queries regarding any aspect of this Circular should be addressed to the Primary Payments Branch of the Department of Education, Athlone, telephone (0902) 74621 or (01) 8734 700; fax: (0902) 78024.

John Dennehy
Assistant Secretary.

February, 1997.

PRIMARY POSTS SCHEDULE
EFFECTIVE FROM 1 SEPTEMBER 1998

Number of Authorised Posts	Principal	Vice-Principal	B Posts	A Posts
1	1	0	0	0
2	1	0	0	0
3	1	1	0	0
4	1	1	1	0
5	1	1	1	0
6	1	1	1	0
7	1	1	2	0
8	1	1	2	0
9	1	1	3	0
10	1	1	3	0
11	1	1	3	0
12	1	1	4	0
13	1	1	4	0
14	1	1	4	1
15	1	1	4	1
16	1	1	5	1
17	1	1	5	1
18	1	1	6	1
19	1	1	6	1
20	1	1	6	2
21	1	1	6	2
22	1	1	7	2
23	1	1	7	2
24	1	1	7	3
25	1	1	7	3
26	1	1	8	3
27	1	1	8	3
28	1	1	9	3
29	1	1	9	3
30	1	1	10	3
31	1	1	10	3
32	1	1	10	4
33	1	1	10	4
34	1	1	11	4
35	1	1	11	4
36	1	1	11	5

PROPOSED ARRANGEMENTS FOR APPOINTMENTS TO POSTS OF RESPONSIBILITY IN PRIMARY SCHOOLS

Section A:- Post Description

1. Schedule of Duties

- (a) Sections C, D and E of the Department of Education Circular 16/73 set out the duties which may be delegated to post holders. The Circular provides that the duties listed are not exhaustive and may be elaborated upon at local level. In the main, the list of duties cover curriculum, administrative and pastoral matters.
- (b) From the overall menu of duties, the principal, in consultation with staff, should agree a schedule of post of responsibility duties which should be submitted to the Board of Management for approval.
- (c) From the schedule, the Board of Management/Chairperson should arrange, in consultation with the principal, to assign a specific duty or duties to each teacher holding a post of responsibility.
- (d) In-school management needs and priorities may vary from school to school depending on a broad range of factors including school type, school size, the location of the school, and the levels of educational attainment of pupils. Accordingly, in-school management should generally be responsive to the flexibility and change that may be required from time to time.
- (e) A teacher working in a shared position, e.g. shared remedial teacher, is eligible to be appointed to a Grade B post.

2. Review of Duties Assigned to Posts

It shall be open to either the managerial authorities of a school or the post of responsibility holder to initiate a review of the duties assigned to the post. Reasons for review could include:

- review of the level of performance of duties,
- review of the time required to perform duties, i.e. to ensure that the time required to discharge the duties is reasonable and proportionate to the level of allowance paid for the duties,
- review in the context of changing needs of the school.

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- (b) The selection of the successful candidate shall be based on the following criteria:
 - (i) capability and willingness to undertake the duties attaching to the post,
 - (ii) length of service or experience in the school,
 - (iii) interest in a particular area within the list of duties.
 - (c) Having interviewed such applicants as present themselves, the Selection Board shall submit a written report to the Board of Management nominating the applicant whom it considers most suitable for appointment to the post.

5. Appointment of successful candidate

- (a) The Board of Management's proposal to offer a post to a particular teacher shall be posted within the school in the following terms:-

"The Board of Management of (name of school),....proposes to offer the post of....(specify post) to ...(name of teacher), provided that an appeal in writing by a member of the teaching staff against the proposal has not been lodged with the Chairperson of the Board of Management within ten school days of the publication of this notice." (Date of publication and signature of Chairperson to be included with notice.)

- (b) Subject to there being no appeal, the Board of Management shall request the Department to formally sanction the successful applicant.
- (c) On receipt of Departmental sanction, the Board of Management shall notify the teacher of his/her appointment.
- (d) Before taking up an appointment, the post holder will enter into a contract to undertake the duties of the grade to which he/she is being appointed.

6. Appeals procedure

- (a) Where an appeal is lodged under Section 5(a) of this procedure, the matter shall be submitted to a Board of Arbitration appointed by agreement between the managerial authorities of the school and the INTO.

- (b) The Board of Arbitration shall be appointed and shall have three members appointed as follows:
- (i) a representative appointed by the school's Patron,
 - (ii) a representative appointed by the INTO,
 - (iii) an independent experienced person agreed between the two representatives specified at (b)(i) and (b)(ii) above shall be appointed to act as Chairperson.
- (c) Other than the agreed findings of the Board of Arbitration, no written record of the minutes of its proceedings shall be kept. In the case of disagreement between the members of the Board, the findings of the Chairperson only shall be recorded. The Board is empowered to call witnesses, and to make arrangements to have evidence heard in camera, if necessary. Expenses arising shall be shared between the parties involved.
- (d) The decision of the Board, or where necessary, the Chairperson of the Board, shall be final and binding on the parties involved.
- (e) In all cases, the name of the successful applicant shall be communicated to the staff.