

**St. Mary's C.B.S.**



**Enniscorthy**

**In School Management  
Structures**

## **In School Management Structure 2016-17**

Revised In-School Management (ISM) structures were introduced in secondary schools in 1998 following negotiations between the JMB, ASTI and DES.

ISM seeks to match the responsibilities of those teachers holding such posts to the central tasks of the school in a manner that is both clear and specific. It provides teachers with the opportunity to assume responsibility in the school for instructional leadership, curriculum development, management and development of staff as well as for the academic and pastoral work of the school.

At present, the school has the following numbers of in-school management positions:

9 Assistant Principals, 4 of which are unfilled due to the public sector moratorium

13 Special Duties positions – 3 of which are lost due to the public sector moratorium

1 Programme Co-ordinator

The duties attached to these posts are as follows:

## Principal

The Principal will perform the duties set out in sections 19, 22, 23 and 26 of the Education Act 1998 and in sections 11, 14, 18, 20, 21, 23 and 25 of the Education (Welfare) Act 2000.

The Principal acts as Secretary to the BOM.

The Principal and Deputy work together to form the school's senior management team.

Specific areas of responsibility of the Principal are as follows:

### **School Ethos**

- Uphold the ethos of the school as outlined in the Mission Statement of the school and the Edmund Rice Charter

### **Academic matters**

- Ensuring that the highest standards of teaching and learning permeate the school
- Organising the school calendar for ratification by the Board of Management
- Timetabling of classes
- Allocation of teachers to classes
- Deciding on subject options
- Deciding on the school's examinations policy
- Deciding on the suitability of programmes offered by external sources
- Deciding on and giving approval for extra-curricular activities
- Approving guest speakers for students
- Approving school tours and outings

### **Students**

- Ensuring that students are familiar with the school's Code of Behaviour
- Allocating students to classes
- Creating a supportive environment

- Organising a system of pastoral care
- Adjudicating in disputes between teachers and students
- Arranging for the keeping of attendance records
- In co-operation with the Deputy Principal, liaison with the Education Welfare Officer assigned to the school
- Maintaining contact with parents in relation to student behaviour
- Evaluating academic performance and reporting to students and parents
- Suspending students for serious breaches of discipline
- In co-operation with the Deputy Principal, being “on call” to assist supervising teachers before school each morning, at breaktime and at lunchtime
- Supporting the Students’ Council in its role

### **Staff**

- Appointing non-teaching staff
- Assigning duties to teachers and ancillary staff
- Guidance and direction of teachers and other staff
- Monitoring the performance of newly-appointed teachers and other staff so as to be in a position to advise the Board as to their suitability
- Disciplining/suspending non-teaching staff
- Liaising with the ASTI School Steward and Staff Representatives on matters relating to the school
- Consultation with staff wherever practicable

### **Parents**

- Providing parents with a copy of the school’s Code of Behaviour before registering a child as a student
- Obtaining the parents’ consent to the school’s Code of Behaviour
- Organising the time, date and format of Parent-Teacher meetings
- Arranging for the reporting to parents re student behaviour and performance in class
- Organising events which encourage parents to maintain contact with the school
- Liaising closely with the Parents’ Association
- Organising the operation of the DES School Books Grant Scheme for Needy Pupils
- Responsibility for fire drills:
- Outlining to staff and students the rules and procedures regarding the emergency evacuation of the school,

- Follow-up visits to classes, where necessary, after each fire drill to discuss any problem that may have arisen,
- Discussion of any fire drill problems with staff,
- Ensuring that a fire exit notice is placed in each room,
- Overall responsibility for monitoring fire drill once each term.

Organising of catering for the following school events:

- 4<sup>th</sup> year Graduation Night
- 6<sup>th</sup> year Graduation Night
- 1<sup>st</sup> year Information Night
- Pre-Parent/Teacher Meetings (for staff)
- Special tea/coffee break (for staff)
- Special events e.g. distinguished visitors

**Public Relations:**

- Organising coverage in the media of important school announcements and events in consultation with Board of Management and staff,
- Organisation of school book lists:
- Preparation of book lists for all students and the publication of such lists on the school website before 31 May each year

<b>Deputy Principal</b>
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The role and duties of the Deputy Principal are outlined in DES Circular 4/98

The overall responsibility of the Deputy Principal is to assist the Principal in the management of the school.

The Deputy Principal will contribute to the administration of the school.

The Deputy Principal shall be prepared to promote and support the Catholic Ethos of the School.

The Deputy Principal must be willing to work in conjunction with/under the direction of the Principal.

Notwithstanding the maximum number of teaching hours, the Deputy Principal will normally be required to be in attendance in the school throughout the school day.

The Deputy Principal may also be required by the Board of Management to be present in the school for periods during the State Examinations and for other periods outside the normal opening hours and days of the school such as may be necessary from time to time.

### **Curriculum and Planning**

The Deputy Principal will have responsibility for assisting the Principal

- In developing the education aims of the school and devising strategies to achieve them.
- In preparing the School Plan
- In developing the school curriculum and assessment policies.
- In promoting ongoing staff development and inservice.
- In advising the Board of Management as to a probationary teacher's suitability for a permanent post.
- In planning the school timetable.

## **Day to Day Tasks**

In the Administrative Curricular and Pastoral Development of the school, the Deputy Principal shall

- Assist the Principal in the day to day management of the school, overseeing the daily time tabling of classes.
- Deputise for the Principal in his/her absence.
- Be responsible for the roster of absent teachers.
- Organisation of supervision and substitution rotas in compliance with DES circular 01/03
- In co-operation with the Principal, being “on call” to assist supervising teachers before school each morning, at breaktime and at lunchtime
- Assist the Principal in matters of student discipline
- Assist the Principal in the promotion of good order and general supervision between classes, including the monitoring of corridors and assembly areas and monitoring the clean up duties after breaks.

## **Ongoing tasks**

The Deputy Principal shall be responsible for

- Assisting the Principal with administering the state examinations and the organisation of examination centres.
- Assisting the Principal at and being available for the duration of the State examinations in June.
- Assisting the Principal in the preparation work for the beginning of the school year
- Assisting with induction for new staff members
- Ensuring that computerised school reports are properly completed by all teachers at Christmas, following mock examinations and in June.
- Assisting at open nights and days.
- Assisting with the enrolment/assessment of the First Year Cohort.
- Working with the principal to plan and organise staff development opportunities.

## **Communication**

The Deputy Principal is expected to:

- Develop a good working relationship with the Principal, teaching staff and ancillary staff;
- Treat all staff with respect and develop positive relationships.
- Communicate with parents in a positive, friendly and professional manner and be present for all parent teacher meetings.
- Communicate with students in a positive, friendly and professional manner.
- Implement the Code of Behaviour and all school policies with an understanding of their rationale.

## **Teaching**

The Deputy Principal shall teach a maximum of 8 hours per week. This may vary in accordance DES Circular 4/98



Assistant Principal 1
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*Academic mentor; promotion of academic standards in the school*

- Monitoring of academic progress among students.
- Analysis of Christmas, Summer and ‘mock’ examination results.
- Reporting to middle management team
- Liaising with other teams in the school including student support team.
- Meeting and planning academic objectives with students.
- Meeting student and parent/s, if necessary, re coordinated approach to study plans.
- Analysis of Leaving Certificate results.
- Reporting on observed standards and trends at staff meetings.
- Help to organise study skills seminars.
- Speak to parents of in-coming first year students re study/planning/skills.
- Produce basic study skills stationery/documentation/booklets for students.

*Organisation of junior certificate ‘mock’ examinations*

- Liaising with teachers in regards to subject requirements; levels and numbers of papers to be ordered
- To calculate the costs and advise principal of same
- Ordering examination papers from relevant companies
- Organising an examination timetable
- Organisation of teacher supervision timetable
- Organisation of alternative classroom timetable
- Publish and distribute timetables to senior management, website manager, teachers and students
- To oversee the smooth operation of the examinations when they are taking place
- To organise the delivery and return of papers from the relevant companies

Assistant Principal 2
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*Staff and Student Welfare*

To provide opportunities for students to develop leadership skills

To develop opportunities for students to enhance their confidence and self-esteem.

To liaise with school teams and report to middle management teams

To provide teachers with information that is relevant to their well being.

To make teacher aware of continuous professional development opportunities.

### *ICT Coordinator*

Fulfilling school commitment to integrating ICT in the teaching and learning that takes place in the school

#### **Creating new users**

- 1<sup>st</sup> Years
- New staff members
- Creating new folders and setting security permissions
  - 1<sup>st</sup> years
  - TY
  - DCG
- Move all year folders 1st – 2nd , 2nd – 3rd etc.
- Reset forgotten passwords

#### **Configure group policies**

- Create group policies in active directory
- Create logon scripts for group policies
- Set up redirect folder for student software

#### **Organise back-up system**

- Ensure backup is operating correctly
- Test recovery of files

#### **Fault reporting / Maintenance**

- Set up Helpdesk
- Create error report log for each room
- Fix errors as they arise or organise support
- Report faults to Net Communications
- Follow up on repairs carried out
- Ensure virus protection is up to date

#### **Room Management**

- Print timetable for each room
- Create booking form for each room
- Create rules poster for each room
- Create seating plan book for each room
- Co-ordinate teachers of each room (rules, seating, monitoring software etc.)

#### **Printers**

- Install printers

- Repair errors
- Recycle old cartridges

### **Software**

- Get quotes for and order software
- Install software
- Update software using windows update
- Get information and sample software for all subjects
- Monitor anti-virus software

### **Record keeping**

- File back-up logs
- Keep record of ICT infrastructure
  - No. of computers
  - Operating systems
  - Software
  - Projected upgrade of hardware

### **Staff development**

- Coordinate staff training
- Promote the use of ICT in the school

### **Moodle**

- Import users from schools active directory
- Create courses
- Reset passwords
- Create backups of courses
- Organise staff training

Assistant Principal 4
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*Monitoring of Student Attendance*

- Contributing to key school objective of increasing attendance levels of students
- Provision of attendance slips to teachers if a problem with the 'Anseo' system occurs
- Regular checks on Junior cycle attendance to monitor for unexplained absences
- To organise contact with families when unexplained absences occur

*Monitoring of Senior Cycle Attendance*

- Contributing to key school objective of increasing attendance levels of students
- Regular checks on Senior cycle attendance to monitor for unexplained absences
- Meeting with students who have unexplained absences and seek explanations
- To organise contact with families when unexplained absences occur

*School Attendance Policy*

- To liaise with the principal in drafting an attendance policy for our school

Assistant Principal 5
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*Year Head*

- Promote students' general wellbeing and educational development.
- Promote in students respect for self and others in the school community.
- Promote good conduct and observation of school rules.
- Attend Year Group assemblies and visit individual class groups where necessary.
- Communicate with class tutors and subject teachers of the year group concerning the progress and conduct of students and take appropriate actions.
- Liaise with HSL regarding student absenteeism and lack of punctuality.
- Monitor progress by checking school reports and take appropriate action.
- Implement the Code of Behaviour for students.
- Attend weekly Discipline Committee meetings.
- Receive and act upon conduct complaint slips from teachers.
- Maintain records of conduct.
- Refer students to the Deputy Principal and the Principal whenever necessary.
- Communicate with Parents by meeting, phone or letter.
- Liaise with HSL /Guidance Counsellor re students.
- Liaise with the Principal/Deputy Principal wherever necessary.
- Establish and run merit scheme.

Programme Coordinator
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*Programme Coordinator*

- Leaving Certificate Applied Co-ordinator
- Make all required returns to the Department of Education and Skills and the State Examinations Commission
- Liaise with LCA teachers and ensure the programme is implemented.
- Communications with parents re admission to programme and during the programme
- Organisation of Work Experience Programme with module teachers
- Promote the Leaving Certificate Applied to appropriate students in the Junior cycle
- Application of the Code of Behaviour for Leaving Certificate Applied students
- Induction of new students
- Promotion of programme at 3<sup>rd</sup> year options meeting
- Organisation of Feb/May task interviews
- Communication of session results to parents

Special Duties Teacher 1
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*House Examinations – Christmas and Summer Examinations*

- Liaising with teachers in regards to subject requirements;
- Organising an examination timetable
- Organisation of teacher supervision timetable
- Organisation of alternative classroom timetable
- Publish and distribute timetables to senior management, website manager, teachers and students
- To oversee the smooth operation of the examinations when they are taking place

*Open Night*

- To liaise with principal on requirements for Open Night
- To liaise with teachers on setting up displays and opening classrooms
- To recruit students for various tasks during the Open Night
- To set up a reception area for handing out Application literature



Special Duties Teacher 2
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*Year Head*

- Promote students' general well being and educational development.
- Promote in students respect for self and others in the school community.
- Promote good conduct and observation of school rules.
- Attend Year Group assemblies and visit individual class groups where necessary.
- Communicate with class tutors and subject teachers of the year group concerning the progress and conduct of students and take appropriate actions.
- Liaise with HSL regarding student absenteeism and lack of punctuality.
- Monitor progress by checking school reports and take appropriate action.
- Implement the Code of Behaviour for students.
- Attend weekly Discipline Committee meetings.
- Receive and act upon conduct complaint slips from teachers.
- Maintain records of conduct.
- Refer students to the Deputy Principal and the Principal whenever necessary.
- Communicate with Parents by meeting, phone or letter.
- Liaise with HSL /Guidance Counsellor re students.
- Liaise with the Principal/Deputy Principal wherever necessary.
- Establish and run merit scheme.

Special Duties Teacher 3
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*SPHE Coordinator*

This post stems from the commitment of our school to the key element of caring in the Edmund Rice Charter and from the 'We Care' element of the mission statement of our school

- Coordinator of S.P.H.E. in the school
- Provision of resources and guidance to SPHE teachers
- Liaise with the national SPHE coordinator in regards to planning and training
- Development of school SPHE policy
- Oversees the implementation of RSE policy in the school

*Anti Bullying Coordinator*

- Bullying coordinator in the school
- Deals with allegations of bullying
- Meets victims and perpetrators of bullying
- Writes up records of bullying incidents
- Keeps records of bullying incidents
- Organises annual anti-bullying week in the school

Special Duties Teacher 4
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*House Examinations – Organisation of leaving certificate ‘mock’ examinations*

- Liaising with teachers in regards to subject requirements; levels and numbers of papers to be ordered
- To calculate the costs and advise principal of same
- Ordering answer books from relevant companies
- Organising an examination timetable
- Organisation of teacher supervision timetable
- Organisation of alternative classroom timetable
- Publish and distribute timetables to senior management, website manager, teachers and students
- To oversee the smooth operation of the examinations when they are taking place

Special Duties Teacher 5
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*Year Head*

- Promote students' general well being and educational development.
- Promote in students respect for self and others in the school community.
- Promote good conduct and observation of school rules.
- Attend Year Group assemblies and visit individual class groups where necessary.
- Communicate with class tutors and subject teachers of the year group concerning the progress and conduct of students and take appropriate actions.
- Liaise with HSL regarding student absenteeism and lack of punctuality.
- Monitor progress by checking school reports and take appropriate action.
- Implement the Code of Behaviour for students.
- Attend weekly Discipline Committee meetings.
- Receive and act upon conduct complaint slips from teachers.
- Maintain records of conduct.
- Refer students to the Deputy Principal and the Principal whenever necessary.
- Communicate with Parents by meeting, phone or letter.
- Liaise with HSL /Guidance Counsellor re students.
- Liaise with the Principal/Deputy Principal wherever necessary.
- Establish and run merit scheme.

Special Duties Teacher 6
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*Student Council Coordinator*

This post fulfils an aim of the Edmund Rice Charter of providing leadership opportunities for students in our school

- To attend all Student Council meetings.
- To arrange a proper election system
- Inform the Principal of all Student Council matters and developments.
- Get the active support of the staff for the Council
- Give the Council a high profile in the school
- Provide student training in leadership skills to the Council members/officers
- Provide opportunities for Student Council involvement.
- To act as a resource person to the Council and to staff on Student Council matters.
- To develop self-respect, self-esteem, confidence, independence, leading to a caring and responsible attitude among the students.
- To establish a group identity and to create a climate conducive to the development of good interpersonal relationships in the school community.
- To promote good communication between the student council and the rest of the student population

Special Duties Teacher 7
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*Year Head*

- Promote students' general well being and educational development.
- Promote in students respect for self and others in the school community.
- Promote good conduct and observation of school rules.
- Attend Year Group assemblies and visit individual class groups where necessary.
- Communicate with class tutors and subject teachers of the year group concerning the progress and conduct of students and take appropriate actions.
- Liaise with HSL regarding student absenteeism and lack of punctuality.
- Monitor progress by checking school reports and take appropriate action.
- Implement the Code of Behaviour for students.
- Attend weekly Discipline Committee meetings.
- Receive and act upon conduct complaint slips from teachers.
- Maintain records of conduct.
- Refer students to the Deputy Principal and the Principal whenever necessary.
- Communicate with Parents by meeting, phone or letter.
- Liaise with HSL /Guidance Counsellor re students.
- Liaise with the Principal/Deputy Principal wherever necessary.
- Establish and run merit scheme.

Special Duties Teacher 8
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*School Database Coordinator*

This post fulfils a school objective of providing suitable structures to enable excellent teaching and learning to take place

- Assisting the Principal in preparing the school timetable
- Maintaining an accurate school database
- Entering and maintaining class groups
- Preparing the September Returns
- Preparing the October Returns

Special Duties Teacher 9
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*Awards Night*

- Liaise with Principal to set a date for the Awards Night
- Keep a list of student achievements right through the year
- Book venue
- Organise invitation for students, parents, teachers and other.
- Organise a guest speaker from past pupils
- Liaise with teachers in relation to class and subject prizes
- Order prizes and engraving of prizes
- Prepare souvenir booklet for attendees
- Prepare book for master of ceremonies
- Organise venue on day of awards
- Liaise with school PRO
- Forward information re Awards Night to local press