

School of the Holy Spirit  
In -School Management Policy

*"Alone we can do so little; Together we can do so much"* Helen Keller

**Introduction:**

In-school Management has been in place in school since 2011. The duties were revised in 2016 and due to the additional posts allocated recently, the policy was again reviewed in 2023.

In School Management will work within the framework of the 'Looking at Our School 2022; A Quality Framework for Primary Schools and Special Schools' document using the four domains to address the dimensions of

- Learning and Teaching
- Leadership and Management

ISM will use the PIEW model to devise a Priority Matrix annually to address the current needs of the school and plan for the year ahead. The Matrix will be finalised in October and reviewed in June each year by the In School Management team.

**Rationale:**

As the school has expanded so too have the duties associated with a developing, progressive school and procedures have to be put in place to distribute and promote leadership, share the workload and give a sense of ownership to staff. As far as is possible, it is proposed to match the responsibilities of the posts to the central tasks of the school, and the interests, experience and strengths of each post holder.

### **Relationship to School Ethos:**

School of the Holy Spirit strives to promote the individual and collective personal and professional development of staff and this policy is in keeping with those aims and ideals.

### **Aims:**

- To ensure efficiency and facilitate the smooth running of the school.
- To foster collegiality.
- To harness the unique talents of individual teachers towards providing a happy, efficient and child - friendly school environment.
- To delegate prudently so that each post holder feels valued and contributes positively to organisational and curricular areas.

### **Procedures and Content:**

- List tasks
- Assign tasks
- Secure agreement
- Set review dates

Each post holder has an organisational, curricular and pastoral aspect to duties. All duties are outlined in Appendix A of the policy.

### **Review:**

A review procedure is held every two years. This review takes into consideration the changing needs of the school. It allows Post Holders to feedback in relation to time required to perform duties and the quality and relevance of assigned tasks. Post holders will agree to any changes through consultation prior to the implementation of changes.

### **Advertising a vacant Post of Responsibility:**

- The post is advertised in-school where all eligible teachers have access to it.
- This notice is sent to any teachers who may be on maternity or sick leave/career break.
- This notice will specify the duties attached to the post, the closing date for receipt of written applications, and the address to which applications are to be sent. Ex-quota and job sharing teachers are eligible to apply.
- The selection of applications for a post of responsibility is subject to the rules and constitution of the BoM.
- The selection board sets the criteria prior to interview short-list, and calls candidates to interview.
- Per Circular 28/2011, the selection criteria and marking scheme are as follows:
  1. Length of service - The method of calculating length of service is set out in Circular 07/2003.
  2. Knowledge, understanding and capacity to meet the needs of the job.
  3. Capacity to contribute to the overall development of the school.
  4. Interpersonal and communication skills.
  5. Capacity to contribute to the overall organisation and management of the school.

When the post is filled and no appeal has been lodged within ten days, the Board of Management notifies the DES using a P.O.R. 1 form.

### **Appeals:**

- Unsuccessful candidate writes to the Chairperson of the Board of Management
- Chairperson responds within ten days and if an appeal is to be lodged this must be done within a further five days.
- A Board of Arbitration is selected consisting of a Board of Management representative, an INTO representative and an independent chairperson.
- The Arbitration Board is furnished with all the details of the appointment by the Chairperson of the Board of Management, including the marking sheets.

- The Arbitration Board conducts the hearing without delay allowing each party to present its case and to question and respond to the other party.
- The Arbitration Board then withdraws to consider its findings and the outcome is notified to the Chairperson of the Board of Management. The decision of the Arbitration Board is final.

#### **In-School Management Team:**

- Ann-Marie Butler - Principal
- Angela Lennon - Deputy Principal
- Laura Wemyss - AP 1 Post Holder
- Geraldine Nolan - AP 2 Post Holder
- Áine Kirwan - AP 2 Post Holder
- Susan Leo- - AP 2 Post Holder
- Yvonne Lulias - AP2 Post Holder

#### **Meetings:**

Our ISM meets every month, usually Thursday at 3.15 (See ISM Meetings Protocol)

#### **Duties and Responsibilities:**

- Post holders report to staff at staff meetings
- Post holders carry out their duties outside of teaching hours
- In addition to duties outlined in in the job description Post Holders are expected to encourage good staff relationships, to advocate correct communication procedures and to promote adherence to school policies
- Duties will be carried out in partnership and co-operation with the Principal and with full involvement of the school community when applicable
- Post Holders duties may vary at times in order to meet the daily needs of the school.
- Post Holders will submit a written report on their post to the Board of Management for the final Board of Management meeting each year

The In-School Management team works to promote good organisation and high standards of teaching and learning in the school. They do not assume sole

responsibility and are supported in their work by the Principal and staff in practical ways. Our school views this work as the responsibility of the whole staff under the guidance of the Post Holders. However, it is very important that the management structure is seen as a supportive structure in the school. The Board of Management recognises and acknowledges the huge amount of voluntary work carried out by all staff members outside of normal working hours. The co-operation, commitment and enthusiasm of staff members is a huge asset to our school and is much appreciated by the school community.

**Success Criteria:**

- Compliance with the ISM policy and procedures.
- Effective ISM meetings.
- Shared distribution of workload.
- Effective policy implementation and review.
- Positive feedback from all stakeholders.

**Implementation, Ratification and Review:**

This policy was ratified by the Board of Management on \_\_\_\_\_ and will be reviewed in October 2026.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_ Board of  
Chairman, Board of Management

Signed : \_\_\_\_\_ Date: \_\_\_\_\_

Principal

