

# Giorraíonn Beirt Bóthar

Distributed Leadership - Deputy Principal



**A resource bundle on the role of Deputy Principal**





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## Introduction

It may be stating the obvious to say that the principal and deputy principal share the leadership role in the school. It is also easily acknowledged that a good working relationship based on trust between both is essential for effective management and team leadership.

Both leaders have a responsibility to develop the leadership relationship between themselves and the wider school community. Achieving this goal is a journey that has many twists and turns, constant changes and is littered with challenges. The leadership relationship of the principal and the deputy principal will impact on the leadership culture of the whole school.

Developing this relationship is the key element. It is a relationship driven by leadership, based on consultation, negotiation and team-work. The challenge to the deputy principal is to respond to the leadership position to which he/she has been appointed. The role is not merely defined by a list of duties, but by roles that are clearly defined.

The principal and deputy principal share the leadership role, agree responsibilities and share knowledge. The principal supports, rather than supervises, the deputy principal in fulfilling the role.

Building and sustaining that relationship is the journey that both principal and deputy principal undertake.

***'You cannot continuously improve independent systems and processes, until you progressively perfect independent, interpersonal relationships'*** (Stephen Covey).

**Go n-éirí leis an mbeirt agaibh ar an aistear sin.**





## Giorraíonn Beirt Bóthar

*'No one is wise enough by himself'* (Plautus)

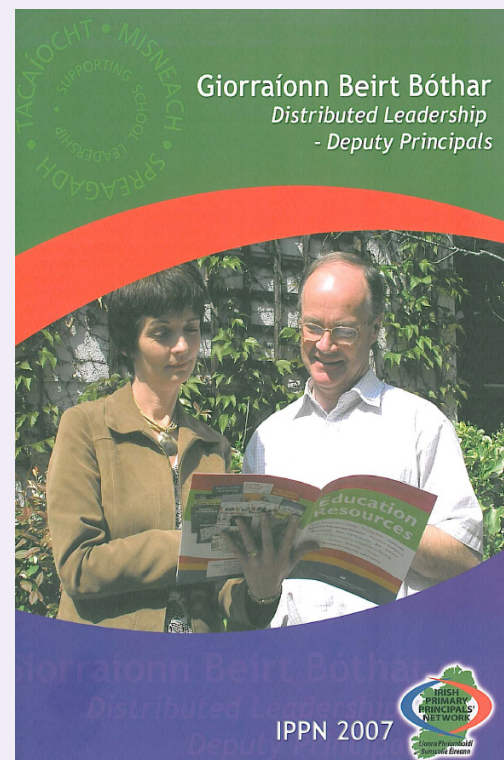
This is the key message of the publication Giorraíonn Beirt Bóthar. It is primarily intended for deputy principals and principals.

In journeying through Giorraíonn Beirt Bóthar and reflecting on its content, it is hoped that we might realise the shared leadership vision for schools and the repositioning of the role of principal and deputy principal.

In striving to achieve this all-important goal, Giorraíonn Beirt Bóthar is a starting point for building a quality relationship between principal and deputy principal. Effective leadership cannot be realised in the absence of good communication, both in terms of role clarity and in establishing the deputy principal as a significant partner in leading and managing the school.

Chapter 6 of Giorraíonn Beirt Bóthar outlines a plan of action to enhance the building and sustaining of an effective relationship, as well as providing action points for good practice.

Giorraíonn Beirt Bóthar is available on [www.ippn.ie](http://www.ippn.ie) under Advocacy & Publications



## Post of Responsibility – Deputy Principal

### Introduction to the Appointment Process

The procedures for appointing a deputy principal are governed by DES Circular 07/2003 – Appointment to Posts of Responsibility and DES Circular 28/2011 – Revised Promotion Procedures for Appointment to Deputy Principal, Assistant Principal and Special Duties Teachers in Recognised Primary Schools.

The appointment process is the function of the Board of Management (BoM). The process outlined in this resource bundle is intended for the guidance of the chairperson and principal in the appointment of the most suitable member of staff, to work collaboratively with the principal in the day-to-day organisation and supervision of the school.

The role of the deputy principal requires flexibility and the ability to adapt to change from time-to-time. There is no defined schedule of responsibilities and duties for the deputy principal, as the role varies according to the school type, size, location and level of educational attainment of pupils. Curriculum, academic, administrative and pastoral matters are likely to constitute a significant amount of the schedule of duties.

### Defining the Deputy Principal's Schedule of Duties

Consultation with staff members is mandatory to agree the schedule of duties which should be inclusive in nature to facilitate applications from all of the teaching staff and address the central needs of the school. The agreed duties should be submitted by the principal to the BoM for approval.

## Appointment Process



## Who can apply for the role of Deputy Principal?

- All qualified permanent and temporary teachers (including provisional and restricted recognition). However, a qualified temporary teacher may only be appointed to the role for the duration of their contract
- Teachers on approved leave- sick leave, maternity leave, parental leave, carers' leave or career break
- Shared post in base school only
- Job-sharing teachers - however a teacher will be required to relinquish the Deputy Principal role while job-sharing.

## Selection Procedure

- The Principal, Chairperson and an independent assessor constitute the selection board. The independent assessor is appointed by the Patron and is selected from a list of names drawn up specifically for this purpose by the Patron
- The selection board shall meet within a reasonable period after the application closing date
- All applications should be date stamped as they arrive
- The criteria for selection ([DES Circular 28/2011](#)):

1) Length of service ( <a href="#">How to calculate length of service</a> )	30
2) Knowledge, understanding and capacity to meet the needs of the job	15
3) Capacity to contribute to the overall development of the school	15
4) Interpersonal and communication skills	15
5) Capacity to contribute to the overall organisation and management of the school	15

## Advertising the Deputy Principal Role

- A notice signed by the Chairperson advertising the position should be placed in a prominent position in the staff room, where all teachers will have access to it. In addition, it should be sent to teachers on leave by registered post
- The agreed schedule of duties should be included with the notice
- The position should be advertised for 5 consecutive school days and should indicate the closing date for the receipt of applications. The closing date must be 10 school days from the last day of the posting of the notice. It is also advisable to specify the time of day by which applications should be received on the closing date
- Teachers should apply in writing to the Chairperson of the Board within the time limit specified on the notice.

- A date and venue for the interview is decided by the selection board
- Candidates for interview shall be given at least 7 days clear notice in writing (Do not include the day of posting the letter or the day of interview)
- Notifications for interview will include a specific interview time outside of school hours and will include:
  - Schedule of duties for Deputy Principal role
  - Details of time and venue



## Interview

- The selection board will link questions to the criteria and establish a structure for interview. Refer to guide - [Conducting an Interview](#)
- If two or more candidates are ranked equally in all five criteria, seniority of the teachers in the school can be applied to determine the successful candidate
- A written report will be submitted to the BoM by the selection board, nominating the applicant whom it considers most suitable for the Deputy Principal role
- Records of the interviews, including marking sheets, are kept by the chairperson of the selection board for 18 months



## Appointment of Deputy Principal

- The Board of Management meets to approve the recommendation of the selection board and is presented with the report indicating the successful candidate
- The Board of Management posts their intention to offer the post to the named candidate on the staff notice board. It indicates that there are 10 school days to initiate an appeal by any of the other candidates for the position
- In the event that no appeal is initiated the appointment is confirmed, the DES is notified of the appointment on the POR amendment form. The contract is signed by the Deputy Principal and by the Chairperson. The Chairperson retains the advertisement and all the notes for a period of 18 months
- In the event of an appeal, the Appeals Procedure is initiated.

## Appeal Process

- A letter of appeal must be lodged with the Chairperson of the Board of Management within 10 school days after posting the intention to offer the post to the named candidate.
- The letter of appeal must state the grounds upon which the appeal is based, which generally falls into one of these categories:
  - Alleged breach of procedure
  - Lack of fairness in applying the criteria
  - Lack of consultation and agreement
  - Duties too onerous
  - Duties not inclusive in nature
  - Not adhering to deadlines in advertising the criteria
  - Independent assessor not from agreed list
  - Marking scheme calculating length of service incorrect
- The Chairperson responds to the appellant, by registered post, within 10 school days.

- Where the appeal is to proceed, the Chairperson contacts the Patron and INTO CEC representative to establish the Arbitration Board. The Arbitration Board consists of a nominee of the Patron Body, a nominee of the INTO and an agreed Chairperson.
- The Chairperson of the Board of Management provides the Chairperson of the Arbitration Board 3 copies of all relevant documentation within 5 school days
  - the letter of appeal
  - response of Chairperson
  - marking sheets
- The Arbitration Board shall arrange a hearing without delay and invite the appellant, the respondents i.e. BoM and witnesses, if any.

*Note: All normal rules of due process shall be followed. All copies of documentation shall be copied to all parties prior to the hearing. The Chairperson of the Arbitration Board shall clarify all procedures to be adopted.*

- All parties invited to the hearing shall be given reasonable notice of the meeting by the Arbitration Board.
- The appellant shall be entitled to be accompanied and assisted by a person of their choice
- The Board of Management is normally represented by the Chairperson and Principal
- Each party shall be given an opportunity to present its case to the Arbitration Board
- The Arbitration Board shall be entitled to question each party or seek further information
- Where appropriate, the Arbitration Board gives each party the opportunity to provide further information on the clear understanding that the other party will be given the opportunity to respond to same
- Adjournments are allowed if necessary
- The Arbitration Board withdraws to deliberate
- If the appeal is upheld, the Board of Management are advised where to recommence the process
- If the appeal is rejected, this decision only is recorded
- The outcome is notified by the Arbitration Board Chairperson to the Appellant, the Board of Management Chairperson and the Patron
- The outcome of the Arbitration Board is final and binding

## Procedures Post Appeal

- If the appeal is upheld, the Board of Management are advised where to recommence the process
- If the appeal is rejected, this decision only is recorded
- The outcome is notified by the Arbitration Board Chairperson to the Appellant, the Board of Management Chairperson and the Patron

## Useful Resources Available

- **IPPN Publications**
  - [Giorraíonn Beirt Bóthar - Distributing Leadership](#)
  - [IPPN Resource Bundle - Recruitment](#)
  - [IPPN Resource Bundle - Communication](#)
- **Leadership+**
  - [Issue 39 , 2007 - Distributing Leadership: Empowering Deputy Principals](#)
  - [Issue 41, 2007 - Distributed Leadership: Deputy Principals](#)
  - [Issue 67, 2012 - Taking over as Deputy Principal](#)
- **[www.ippn.ie](http://www.ippn.ie) - Supports**
  - [Sample Notice for Post of Deputy Principal](#)
  - [Sample interview questions for the role of Deputy Principal](#)
  - [Guide to Conducting an Interview](#)
  - [Deputy Principal – Sample Contract & Schedule of Duties](#)
  - [Duties that may be delegated to post holders](#)
  - [In-school Management Policy](#)
  - [ISM FAQs](#)
  - [IPPN Deputy Principals’ Conference Archive](#)
- **Forms**
  - [POR 1 Form](#) – List of Post of Responsibility (PORs) with effect from 1st Sept 2012
  - [POR 2 Form](#) - This form should be used to inform the Department of Education and Skills of new appointments and amendments to Posts of Principal & Deputy Principal only & appointments to Assistant Principal (Circ 53/11) which occur during the school year which were not notified on the ‘List of Posts of Responsibility’ list (Form POR 1)
  - [POR 3 Form](#) - Application form for payment of acting up POR allowance per circulars 0003/12, 11/05, 0022/09 & 0053/11
- **Department of Education & Skills**
  - [Circular 07/2003](#) – Appointment to Posts of Responsibility
  - [Circular 011/2005](#) - Payment of Acting Up Allowance
  - [Circular 022/2009](#) - Implementation of Moratorium on Promotions in the Public Service
  - [Circular 028/2011](#) - Revised Promotion Procedures For Appointment To Deputy Principal, Assistant Principal And Special Duties Teachers
  - [Circular 053/2011](#) - Limited alleviation of moratorium on filling Posts of Responsibility
  - [Circular 003/2012](#) - Budget 2012 - Public Service wide review of Allowances and Premium Payments