



Management Team Structure Heywood Community School



Domain	Areas of Management
Leading Teaching and Learning	Curriculum Learning and Teaching Student Supports
Managing the Organisation	School Governance Resources Student Supports Human Resources
Leading School Development	School Governance School Self-Evaluation
Developing Leadership Capacity	Human Resources

Roles and Responsibilities - Senior Leadership and Management Team
Senior Leadership and Management Team

The senior leadership and management team in Heywood Community School comprises one Principal (who takes responsibility for leading the team) and two Deputy Principals. The team takes a shared approach to provide leadership in the following areas as defined by the Board of Management.

While each member of the team will be delegated specific areas of responsibility, the principles of teamwork and effective communication, both within the team and throughout the school community, will apply.

Roles and responsibilities are frequently reviewed and adapted to ensure the needs of the school are continually met.

Area of Management	Roles and Responsibilities - Senior Leadership and Management Team
School Governance	<ul style="list-style-type: none"> • Promotion of ethos. <ul style="list-style-type: none"> ○ Students - induction programme, teaching & learning, assemblies and school events ○ Staff - induction, teaching & learning, staff meetings/planning ○ School community - mission statement, school policies, parents and past pupils ○ Physical representations of the ethos - displays in the school building etc. ○ Communications and relationships among members of the school community ○ Public relations • School Governance <ul style="list-style-type: none"> ○ Liaise with the Association of Community and Comprehensive Schools (ACCS) Promote the involvement in, and the awareness of all ACCS events. ○ Board of Management - the Principal acts as secretary and advises the Board in relation to the Education Act and other legislation and guidelines. Acts as a liaison between the Board and the ACCS. and other relevant bodies. Acts on behalf of the Board on a day-to-day basis. Deals with correspondence and liaises with other agencies as required. Provides the Board with reports on school activities and performance. ○ Parents Association - member of Senior Leadership and Management Team (SMT) to liaise with the P.A. ○ Student Council - member of the management team to oversee the work of the Student Council in cooperation with middle leadership and management, working towards a means of evolving the student voice in Heywood. ○ Senior Leadership and Management Team - principal to lead the work of SMT ○ Middle Leadership and Management - members of the SMT to lead and support the members of the Middle Leadership and Management team.
Student Supports	<ul style="list-style-type: none"> • Enrolment - manage and lead the review cycle in this area. <ul style="list-style-type: none"> ○ Admissions Policy ○ Prospectus information, website, notifications regarding enrolment dates etc. ○ Open Night ○ Manage the processing of applications

	<ul style="list-style-type: none"> ○ Induction of students, assessment tests, formation of classes. ● Pastoral Care <ul style="list-style-type: none"> ○ Lead the review cycle and manage key personnel in the area. ○ Child Protection Guidelines ○ Review and monitor procedures ● Behaviour Management <ul style="list-style-type: none"> ○ Lead the review cycle and manage key personnel in the area. ● Attendance <ul style="list-style-type: none"> ○ Lead the review cycle and manage key personnel in the area. ● Pastoral/Behaviour (including rewards scheme) /Attendance/Guidance/SPHE/Disadvantage: oversee and manage this area for assigned year groups ,working with the relevant personnel including Year Heads, Guidance Counselor, Chaplin, Middle Management Team and Tutors.
Resources	<ul style="list-style-type: none"> ● Building and grounds <ul style="list-style-type: none"> ○ To include the management of the caretaking staff and employees connected to the rental of the sports facilities. <ul style="list-style-type: none"> ▪ Maintenance ▪ Development ▪ Sports facilities ▪ I.T. infrastructure ▪ Fire Drill ▪ Health & Safety statement ▪ Finance/Resources ● Lead the finance committee and manage staff in the area of school finance. ● Act on behalf of the Board/Finance Committee in relation to matters financial. ● Administration <ul style="list-style-type: none"> ○ Work with the office staff to manage and lead the administration of the school.
Curriculum	<ul style="list-style-type: none"> ● Lead the review cycle as it relates to curriculum and manage key personnel: subject coordinators, programme coordinator etc. in this regard. ● Development <ul style="list-style-type: none"> ○ Junior Cycle - lead the continuance of the review cycle in relation to the Junior Cycle programme and lead the administrative requirements of the programme. ○ Transition Year - lead key personnel in this area including the Programmes Coordinator and T.Y. Year Head. Lead the implementation of the new national T.Y. programme when it is published. Lead key staff in relation to assessment and reporting. ○ Senior Cycle - lead key personnel in relation to all Senior Cycle programmes. Lead the process required by the national reform of the Senior Cycle. ● Extra- and Co-Curricular <ul style="list-style-type: none"> ○ Lead and review this area to ensure that a holistic education is being provided. ● Timetable - lead the process of developing the annual school timetable. ● Special Educational Needs (S.E.N.): working with the team of S.E.N. Coordinators, teachers and Special Needs Assistants to ensure the learning needs of all are being provided for and to promote inclusivity. ● Events management: <ul style="list-style-type: none"> ○ Manage the system for booking events. ○ Provide supervision and substitution arising out of school events and for absent members of staff.
Learning and Teaching	<ul style="list-style-type: none"> ● Planning/Preparation <ul style="list-style-type: none"> ○ Coordinate the development of subject plans and work with

	<p>the subject coordinators and relevant members of middle management in this regard.</p> <ul style="list-style-type: none"> • Methodologies <ul style="list-style-type: none"> ○ Lead the provision of training and development as it relates to learning and teaching to include literacy and numeracy and other initiatives. • Assessment and achievement, including the organisation of examinations (with members of the Leadership and Management team).
School Self-Evaluation	<ul style="list-style-type: none"> • Review cycle - lead the cycle of review in relation to all school policies. • School Plan (including the School Improvement Plan and the S.S.E. Report) - ensure that the school plan is kept up to date. • School Self Evaluation - lead the process of roll-out, implementation and review of literacy, numeracy and other learning and teaching initiatives.
Human Resources	<ul style="list-style-type: none"> • Lead the process of recruitment of all personnel. • Lead the roll out and review of the new staff induction programme • Manage the probationary period for new staff. • Lead the Droichead programme for Newly Qualified Teachers (N.Q.T.) • Student teachers <ul style="list-style-type: none"> ○ Process applications ○ Assign classes to student teachers and liaise with supporting teachers. ○ Liaise with colleges in relation to specific requirements. ○ Induct student teachers. ○ Provide support and assistance where required and assess overall performance. • Staff development <ul style="list-style-type: none"> ○ Develop and oversee a mentoring programme for new staff. ○ Promote available professional development opportunities and assess the needs of staff

Middle Leadership & Management Team - 2023/2024

(Posts are listed in no particular order)

AP I = Assistant Principal (Grade 1)

AP II = Assistant Principal (Grade 2)

AP I	<p>Year Head</p> <ul style="list-style-type: none"> • Overall responsibility for a year group while maintaining an orderly, secure and healthy learning environment in a manner that demonstrates equality, fairness and justice. • Promote the good behaviour of pupils in the given year in accordance with the Code of Behaviour. • Manage the pastoral needs of pupils by liaising with relevant personnel. • Promote the academic performance of students and sign off on reports. • Promote school/year group spirit - organise regular meetings/assemblies of the given year. • Promote high standards of attendance within the year group. 	Afra O'Malley
AP I	<p>Year Head</p> <ul style="list-style-type: none"> • Overall responsibility for a year group while maintaining an orderly, secure and healthy learning environment in a manner that demonstrates equality, fairness and justice. • Promote the good behaviour of pupils in the given year in accordance with the Code of Behaviour. • Manage the pastoral needs of pupils by liaising with relevant personnel. • Promote the academic performance of students and sign off on reports. • Promote school/year group spirit - organise regular meetings/assemblies of the given year. • Promote high standards of attendance within the year group. 	Kieran Delaney
AP I	<p>Year Head</p> <ul style="list-style-type: none"> • Overall responsibility for a year group while maintaining an orderly, secure and healthy learning environment in a manner that demonstrates equality, fairness and justice. • Promote the good behaviour of pupils in the given year in accordance with the Code of Behaviour. • Manage the pastoral needs of pupils by liaising with relevant personnel. • Promote the academic performance of students and sign off on reports. • Promote school/year group spirit - organise regular meetings/assemblies of the given year. • Promote high standards of attendance within the year group. 	Ronan Byrne
API	<p>Year Head</p> <ul style="list-style-type: none"> • Overall responsibility for a year group while maintaining an orderly, secure and healthy learning environment in a manner that demonstrates equality, fairness and justice. • Promote the good behaviour of pupils in the given year in accordance with the Code of Behaviour. • Manage the pastoral needs of pupils by liaising with relevant personnel. • Promote the academic performance of students and sign off on reports. • Promote school/year group spirit - organise regular meetings/assemblies of the given year. • Promote high standards of attendance within the year group. 	Paul Broderick

API	<p>Health & Safety Coordinator</p> <ul style="list-style-type: none"> To engage with all stakeholders in the review of the school's health and safety policy and implement policy. <p>Environmental Sustainability</p> <ul style="list-style-type: none"> Complete an analysis of the school's environmental impact in all areas. Design and lead a coherent set of measures to ensure the school environment is environmentally sustainable. Communicate with subject departments to have environmental sustainability as key theme in a cross curricular manner. 	Eamonn Dennehy
AP I	<p>Special Educational Needs Co-Ordinator</p> <ul style="list-style-type: none"> The whole school leadership and co-ordination of Additional Education Needs and inclusivity. Lead all teachers involved in AEN teaching and school initiatives. Manage the allocation of Special Needs Assistants for mainstream classes and teachers as part of AEN provision. Develop and implement a whole school approach to the education of students with complex needs. Collaborate with teaching staff and middle management in implementing strategic actions to address areas of concern relating to AEN. Supporting students as they transition to and from post primary education. Liaising with outside agencies regarding specific student supports including assistive technology where necessary. Oversee the implementation of reasonable accommodations for house exams. 	Mary Kehoe
AP I	<p>Year Head - 2nd Year</p> <ul style="list-style-type: none"> Overall responsibility for a year group while maintaining an orderly, secure and healthy learning environment in a manner that demonstrates equality, fairness and justice. Promote the good behaviour of pupils in the given year in accordance with the Code of Behaviour. Manage the pastoral needs of pupils by liaising with relevant personnel. Promote the academic performance of students and sign off on reports. Promote school/year group spirit - organise regular meetings/assemblies of the given year. Promote high standards of attendance within the year group. 	Elizabeth Kinahan
API	<p>Year Head - 3rd Year</p> <ul style="list-style-type: none"> Overall responsibility for a year group while maintaining an orderly, secure and healthy learning environment in a manner that demonstrates equality, fairness and justice. Promote the good behaviour of pupils in the given year in accordance with the Code of Behaviour. Manage the pastoral needs of pupils by liaising with relevant personnel. Promote the academic performance of students and sign off on reports. Promote school/year group spirit - organise regular meetings/assemblies of the given year. Promote high standards of attendance within the year group. 	Julianne Woods
AP I level	<p>Programmes Coordinator</p>	Olivia O'Connor

	<p>This position is the post of overall Coordinator for the following programmes: Transition Year, Leaving Certificate Vocational Programme & Leaving Certificate Applied in accordance with Circular PPT 17/02</p> <p>The duties of the post are</p> <ul style="list-style-type: none"> • Communication e.g. liaising with parents, staff and outside agencies. • Planning e.g. coordinating programme planning, time-tabling. • Administration e.g. record keeping, arranging out of school activities, monitoring of practical achievement tasks/portfolios, liase with outside agencies. • Motivation e.g. team-building, establishing the profile of the programmes, maintaining morale • Organisation e.g. organising all work experience, insurance, meeting employers, organisation of school certification, parent nights, display of student work. • Research: teaching material/aids, new developments, information/feasibility of new programmes e.g. LCA. • Reporting to school authorities. 	
APII	<p>Prefect Coordinator</p> <ul style="list-style-type: none"> • To manage and coordinate the prefect programme in the school as a programme to develop leadership and responsibility. <p>Examinations</p> <ul style="list-style-type: none"> • Coordinate preparation of examination papers for all House Examinations. • Co-ordinate with the drafting of the house examination timetables and supervision rosters. • Organise distribution of papers for all examinations (Mock and House exams) and collect, package and dispatch pre-exam scripts to the examining board(s). • Prepare centres for mock exams and house exams. 	Eileen O'Shea
APII	<p>Public Relations Officer</p> <ul style="list-style-type: none"> • Organise and coordinate a group of student journalists • Maintain a database of school activities for publicising • Disseminate reports and photographs for publication in local/national media • Update the person in charge of the official school social media site and monitor the school website in terms of effectiveness in relation to P.R. • Arrange for publication of a Heywood Annual and regular newsletters to the school community on a termly basis • Organise maintenance of photographs and awards for display in school. 	Olive Guest
APII	<p>Teaching & Learning: Subject Department Planning</p> <ul style="list-style-type: none"> • Promote current best practice in relation to the organisation of subject department meetings. • Ensure an appropriate communications mechanism between subject departments and management regarding the deployment of resources and needs of the subject (e.g. co-curricular). • Design and implement a digital platform to ensure sharing of resources and best practice. • Promote networking (including subject associations) and CPD relevant to subject planning. • Explore opportunities for research, development, and the use of external expertise to achieve the above aims. 	Seamus Kerr

	iPad management <ul style="list-style-type: none"> Manage the deployment and upkeep of school mobile devices. 	
AII	Policy Review <ul style="list-style-type: none"> Responsibility for the review and updating of school policies in consultation with management and all stakeholders Droichead Coordinator <ul style="list-style-type: none"> To liaise with NQTs in the school and to assist in the coordination of the Droichead programme. Library Coordinator <ul style="list-style-type: none"> Responsibility for library and for updating and purchasing books for the same. Responsibility for use of purchasing grant for school libraries. Promote and review the use of the library by students, staff members and subject departments. 	Frances Scully
AII	School events <ul style="list-style-type: none"> Coordinator to the decoration of the Sports Hall for key liturgical and school events. Co-ordinate and lead key weekly themes events in conjunction with subject departments Promotion of Culture and the Arts <ul style="list-style-type: none"> Design and lead a yearly programme to promote all areas of the arts with student, parents and staff body in conjunction with subject departments. Student & Staff Wellbeing <ul style="list-style-type: none"> Support SMT in implementing agreed initiatives 	Sharon Webster
AII	Co-Ordination of Rainbows Programme and Nurture Room <ul style="list-style-type: none"> Lead and implement the Rainbows Programme with relevant students. Oversight and lead the Nurture Room initiative for relevant students in consultation with Nurture Room team of teachers. Transition to Post Primary School <ul style="list-style-type: none"> Design and implement a programme with current feeder primary schools to address challenges students have on transitioning to post primary education including interventions prior to students commencing school in Post Primary Oversee a pastoral induction programme with first year students over the course of their first year. Monitor and provide support to new students to the school (non first year). 	Shona Killeen
AII	Teaching & Learning: Academic and Attendance Tracking <ul style="list-style-type: none"> Develop a system to collate data in relation to student achievement and academic performance to thus liaise with the relevant personnel (Tutor, Year Head, Deputy Principal, etc.) to agree appropriate actions. Develop a system to collate data in relation to student attendance and liaise with the relevant support personnel to agree appropriate actions. Create a set of interventions for students with attendance issues. To monitor attendance of students on a whole school basis and to liaise with management, Year Heads and Tusla as required. 	Sharon O’Gorman
AII	Teaching & Learning: Teaching Methodologies <ul style="list-style-type: none"> Promote the inclusion and implementation of teaching methodologies that are in line with current best practice in subject plans. 	Breda McCarthy

	<ul style="list-style-type: none"> Promote and implement with staff relevant professional development programmes. Liaise with other middle management roles regarding implementing initiatives. Promote and evaluate the impact of new initiatives. Investigate innovative practices and processes to develop teaching methodologies that challenge all students. 	
APII	<p>Teaching & Learning: School Self-Evaluation</p> <ul style="list-style-type: none"> Provide leadership in School Self-Evaluation. Oversee the organisation of planning committees with SMT and update the School Plan accordingly. Oversee the development and/or review of the School Improvement Plan Liaise with the co-ordinator of each SSE Committee providing guidance and support. <p>Student Council</p> <ul style="list-style-type: none"> Oversee the activities of the Student Council and act as the liaison person between the council and staff/management. Create and implement a student council constitution. 	Nicoli Reddington
APII	<p>Diversity & Inclusion</p> <ul style="list-style-type: none"> Leading the inclusion of minority groups in all areas of school life. Supporting access for minority students to all opportunities within the school. Developing a sense of belonging for minority students in our school community. <p>Community Links</p> <ul style="list-style-type: none"> Leading the development of links with community organisations. Identifying opportunities for students to be involved in community initiatives. <p>Continual Professional Development Audit</p> <ul style="list-style-type: none"> Compile an accurate audit of all staff CPD and update termly. 	Fiona Brennan
AP II Post Privately Funded	<p>Information and Communications Technology (I.C.T.)</p> <ul style="list-style-type: none"> Coordinate a voluntary I.C.T. committee with responsibility for creating a Digital Learning Plan Develop/review, in conjunction with this committee, an I.C.T. policy for the school. Advise school staff in relation to the implementation of e-learning strategies Oversee the implementation and review of the I.C.T. policy Oversee I.C.T. budget for the purchase and maintenance of I.C.T. infrastructure Design and implement a system to maintain all I.C.T. equipment/software. Oversee the procurement system for new equipment/software Manage school domain name, staff/student email and staff/student network accounts 	Paul Broderick

Senior Management Team Structure

Principal - Eamon Jackman
Accountable to the Board of Management for the day-to-day leadership and management of the areas defined above including overall responsibility, on a day-to-day basis, for the achievement of the vision and aims of the school as defined by the Board of Management and the ACCS
Liaise with the ACCS, DE and other agencies.
Act in an advisory capacity to the Board of Management (And secretary) in relation to regulations and national developments while making strategic recommendations to the Board in line with the principles of School Self Evaluation.
Financial Oversight of all areas of school and ensuring all regulations and advice from FSSU is implemented.
Leading SMT in implementing vision of BOM and patrons
Liaise with Parents Association and Students Council
Management of admissions and enrolment process
Management, leadership and vision for recruitment of all teaching and non-teaching staff.
Overseeing appointment of all middle management positions in keeping with DE and ACCS Guidelines
Oversee and implement all child protection guidelines
Leadership in the area in the area of school improvement and engagement with School Self Evaluation model.

Deputy Principal - Peter Malone
Curriculum: Timetable, Subject Options, DTR and Extra-Curricular Programme Oversight
School Events: Bus Booking & Annual School calendar
Student Supports: Y4, Y5 & Y6, Academic & Attendance Tracking and Prefect Programme
Teaching & Learning: Assessment (Exams and Reporting), Subject Department Planning
Human Resources: Trainee teachers (Placement, Timetables, and co-ordination)
Health & Safety and Environmental Sustainability

Deputy Principal -Mary Harrington
School Events: Oversight, S&S and OLCS input
Teaching & Learning: AEN Oversight including SNA team
Student Supports: Y1, Y2 & Y3 and Student Council
Teaching & Learning: Teaching Methodologies & State Exams
Recording Secretary to the BOM
Human Resources/Student Supports: Student and Staff Wellbeing Oversight

Roles and Responsibilities June 2024 Summary

Assistant Principal I

Post Holder	Duty	SMT Link
Liz Kinehan	Year Head	MH
Juliann Woods	Year Head	PM
Afra O'Malley	Year Head	PM
Kieran Delaney	Year Head	PM
Ronan Byrne	Year Head	MH
Eamonn Dennehy	Health and Safety & School Environmental Sustainability	PM
Mary Kehoe	AEN Co-Ordinator including complex students and students of all abilities	MH
Paul Broderick	Year Head	MH
Olivia O'Connor	Programme. Co-Ordinator	MH

Assistant Principal II

Post Holder	Duty	SMT Link
Olive Guest	Public Relations	EJ
Frances Scully	Policy Development NQT/Droichead programme/Induction/mentoring Library	EJ
Sharon Webster	Key school liturgical and whole school events including theme weeks. Culture and the Arts Staff and Student Wellbeing Assistance	MH
Eileen O'Shea	Exams Manage and co-ordinate the prefect programme.	PM
Seamus Kerr	T&L: Subject Dept. Planning	PM
Shona Killeen	Transition from Primary School (Pre primary school ,during 1 st year and new students to HCS) Co-Ordinator of Nurture room and Rainbows Programme	MH
Sharon O'Gorman	T&L: Academic & Attendance Tracking	PM
Breda McCarthy	T&L: Teaching Methodologies	MH
Nicoli Reddington	T&L: Co-Ordination of SSE Student Council	EJ
Fiona Brennan	Diversity & Inclusion Community Links T&L Continual Professional Development Audit	

School Funded Assistant Principal II

Paul Broderick	ICT	EJ
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Date Ratified by Board of Management: 23-01-24

Signed:

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